COMPREHENSIVE EMERGENCY

OPERATIONS PLAN

July 1, 2024
Bellarmine University
2001 Newburg Road

Introduction

Disasters or emergencies can strike suddenly with little or no warning, creating an event where the normal operations of the University is interrupted. Proper planning will allow the University to reduce the effects of such an event. This

Comprehensive Emergency Operations Plan (CEOP) is designed to provide Bellarmine University with guidelines to ensure a timely, effective, efficient, coordinated, and safe response to emergencies or disasters that affect the campus, its operations, or population. The overall priorities of the university during an emergency or disaster are the protection of lives, property, and the environment. The goal of this plan is to manage the emergency incident and begin restoring normal campus operations as quickly as possible. All departments within the University community should become familiar with this plan. As appropriate, they should develop their own action plans or emergency procedures to compliment this plan.

Purpose

The purpose of the CEOP is to establish the management structure, key responsibilities, emergency assignments, and general procedures needed during and after a disaster or emergency. The University has developed this plan to address the immediate requirements in a major disaster or emergency that would interrupt normal operations or require special measures to be taken to ensure that we are able to:

- Save and protect the lives of students, visitors, employees, and the public
- Minimize damage to the environment
- Minimize loss, damage or disruption to the University's facilities, resources, or operations
- Manage immediate communications and information regarding emergency response and campus safety
- Provide essential services and operations
- Provide and analyze information to support decision-making and action plans
- Manage university resources effectively during emergency response

This plan does not supersede or replace the procedures for safety, hazardous materials response or other procedures that are already in place at the University. It supplements those procedures with an emergency management structure, which provides for the immediate focus of management on response operations and the early transition to recovery operations.

University Overview

Bellarmine University is a vibrant community of educational excellence and ethical awareness that consistently ranks among the nation's best colleges and universities. Our campus is situated on approximately 135 acres of gently rolling terrain through which Louisville's historic Beargrass creek flows. Bellarmine has a work force of over 600 employees, a student body of almost 4000 and numerous guests who visit campus daily.

The National Incident Management System and the Incident Command System

Bellarmine University has adopted the National Incident Management System (NIMS) and the use of the Incident Command System (ICS) as part of its emergency management structure.

NIMS provides a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, to reduce the loss of life and property and harm to the environment.

ICS is a standardized, on scene, all-hazards incident management approach that:

- Allows for the integration of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.
- Enables a coordinated response among various jurisdictions and functional agencies, both public and private.
- Establishes common processes for planning and managing resources.

ICS is flexible and can be used for incidents of any type, scope, and complexity. ICS allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents.

ICS is used by all levels of government including federal, state, tribal, and local, as well as by many nongovernmental organizations and the private sector. ICS is also applicable across disciplines.

As a system, ICS is extremely useful; not only does it provide an organizational structure for incident management, but it also guides the process for planning, building, and adapting that structure. Using ICS for every incident or planned event helps hone and maintain skills needed for the large-scale incidents.

According to Homeland Security Presidential Directive 5 and the U.S. Department of Education, Institutions of Higher Education are among local agencies that must adopt the NIMS if they receive Federal grant funds.

Key Areas of Emergency Planning and Incident Management

This plan addresses emergency preparedness activities that take place during all four phases of emergency management. These emergency management phases include the following:

Mitigation

The University will conduct mitigation activities as an integral part of the emergency management program. Mitigation is intended to eliminate hazards, reduce the probability of hazards causing an emergency, or lessen the consequences of unavoidable hazards.

Mitigation should be a pre-disaster activity, although mitigation may also occur in the aftermath of an emergency with the intent of avoiding repetition of the situation.

Preparedness

Preparedness activities are conducted to develop the response capabilities needed in the event of an emergency. Preparedness is everyone's responsibility. Departments must develop plans and procedures to assist in the overall implementation and maintenance of emergency plans. Among the preparedness activities included in the emergency management program are:

- Providing emergency equipment and facilities
- Emergency planning, including maintaining this plan, and appropriate Standard Operating Procedures
- Conducting or arranging appropriate training for emergency responders, emergency management personnel, other local officials, and volunteer groups who assist this jurisdiction during emergencies
- Conducting periodic drills and exercises to test emergency plans and training
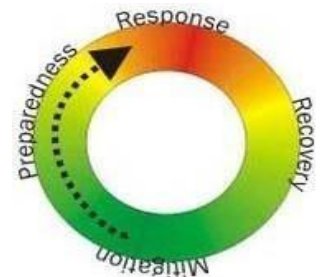
Response

The University will respond to emergency situations effectively and efficiently. The focus of most of this plan is on planning for the response to emergencies. Response operations are intended to resolve a situation while minimizing casualties and property damage. Response activities include warnings, emergency medical services, firefighting, law enforcement operations, evacuation, shelter and mass care, search, and rescue, as well as other associated functions.

Recovery

If a disaster occurs, The University will carry out a recovery program that involves both short-term and long-term efforts.

- Short-term operations seek to restore vital services to the university community and provide for the basic needs of the University.
- Long-term recovery focuses on restoring the University to its normal state. The federal government, pursuant to the Stafford Act, provides the vast majority of disaster recovery assistance.

The recovery process includes assistance to individuals, government, and other institutions. Examples of recovery programs include temporary housing, restoration of university services, debris removal, restoration of utilities, disaster mental health services, and reconstruction of damaged roads and facilities.

Plan Assumptions

Emergency planning requires a commonly accepted set of assumed operational conditions that provide a foundation for establishing protocols and procedures. The standard practice is to plan for worst-case scenarios, which will help us more easily identify emergency operation priorities and adapt to the needs of the emergency at hand.

These planning assumptions include:

- An emergency or disaster may occur at any time of day or night, weekend, or holiday, with little or no warning
- Critical utilities may be interrupted, including water delivery, electrical power, natural gas, ground-based and cellular communications, microwave and repeater-based radio systems, and information technology systems
- The university relies on local emergency and public services that may be delayed or not available (fire, EMS, utilities)
- Major roads, bridges, overpasses, and local streets may be damaged or impassable
- Buildings and structures may be damaged, as a result people may be injured or displaced
- Regular suppliers may not be able to make deliveries (fuel, food, other necessities)
- Roadways into campus may be blocked or impassible for extended periods of time causing people to become confined to campus, or essential personnel unable to report to assist with response and recovery operations
- Initially the University will need to conduct its own rapid damage assessment, situational analysis, and management of emergency operations from the Emergency Operation Center (EOC) while the emergency condition(s) exist.
- Depending on the severity of the event, these responsibilities may change upon the arrival of local authorities.
- Communication and exchange of information will be one of the highest priorities of the EOC.

Plan Objectives

The five main objectives of this plan are to provide detailed information for organization, communication and information management, decision-making, response operations, and recovery operations.

- Organization
    - Provide clear easy-to-follow checklist-based guidelines for critical functions and personnel during an emergency response.
    - Provide an easy-to-follow plan design in which users can quickly determine their role, responsibility, and primary tasks.
    - Link and coordinate processes, actions, and the exchange of critical information into an efficient and real-time overall response so that stakeholders are informed of the emergency response process; and have access to information about what is occurring at the University.

- Communications and Information Management
  - Specify the central point of communications both for the receipt and transmission of urgent information and messages.
  - Designate the official point of contact for the University during emergencies when normal communication channels are interrupted.
  - Provide 24-hour communication services for voice, data, and operational systems
  - Collect and collate all disaster related information for notification, public information, documentation, and post-incident analysis.
  - Provide a basis for training staff and organizations in emergency response management.

- Decision-Making
  - Determine, through a clear decision-making process, the level of response and the extent of emergency control and coordination that should be activated when incidents occur.

- Response Operations
  - Utilize the resources at the University campus to implement a comprehensive and efficient emergency   operations team.
  - Be prepared with a pro-active emergency response management plan that anticipates any disaster.

- Recovery Operations
  - Short Term
    - Restore vital services to the campus.
    - Provide for the basic needs of students, faculty, and staff members.
  - Long Term
    - Transition from response operations to pre-incident status.
    - Institute future mitigation measures (lessons learned from current incident).
    - Support institutional continuity plans during the restoration process.
    - Provide documentation and information to support the Federal Emergency Management Agency (FEMA) disaster assistance program application.

Types and Levels of Emergencies

This plan designates three levels of campus emergencies plus a Weather event emergency. These definitions are provided as guidelines to assist the University in determining the appropriate response. Any type of emergency incident, potential or actual, should be reported immediately to the office of Public Safety at 502-272-7777.

Level 1 (Low Impact)

A limited crisis, within the scope of this plan, is any incident, potential or actual, which will not   seriously affect the overall functional capacity of the university, but nevertheless requires some   degree of action. In some cases, a limited crisis may be small enough that the affected department   can effectively resolve the issue. In other cases, assistance from Public Safety and /or off campus emergency response agencies may be required according to the standard operating procedures.   While some damage and/or interruption may occur, the conditions are localized and University EOC activation is not needed.
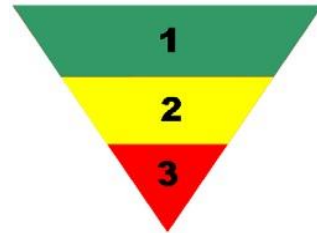
Level 2 (Moderate impact)

Includes issue driven and/or slowly developing situations that negatively impact the University. The incident may be severe and cause damage and/or interruption to university operations. A partial, full, or virtual activation of the EOC may occur. Bellarmine University may be the only affected entity.

Level 3 (Severe Impact)

A severe impact, within the scope of this plan, is an incident posing major risk to university personnel, students, visitors, or resources that has caused or has the potential for causing fatalities or injuries and/ or major damage. Such an incident is equivalent to a campus-wide 'state of emergency' and is expected to require activation of the University EOC and Incident Management Team (IMT) to provide an immediate emergency response. Bellarmine may request assistance from local authorities or, other State agencies or request federal assistance through appropriate agencies. A level 3 crisis may develop from incidents beginning at Level 1 or 2 stages.

Generally, the EOC is activated under a level 2 or 3 emergency, but a virtual EOC may be implemented in lieu of the physical EOC being opened. Potential hazards are listed in the Hazard Specific Appendix on page 51.

Risk Management

The following list identifies those events that would pose the greatest need of a strategic Level 2 or Level 3 response.

- Fire/explosion
- Pandemic/epidemic
- Natural disaster (tornado, winter storm, earthquake, etc.)
- Violent or criminal behavior/active shooter
- Bomb threat
- Civil disturbances or demonstrations
- Hazardous material release
- Building collapse/structural failure
- Utility failure
- Cyber attack
- Transportation accident

Plan Activation

This plan is activated whenever emergency conditions exist in which normal operations cannot be performed and immediate action is required to:

- Save and protect lives.
- Prevent damage to the environment, systems, and property.
- Provide essential services.
- Coordinate communications.
- Temporarily assign University staff to perform emergency work.
- Invoke emergency authorization to produce and allocate resources.
- Activate and staff the EOC.

Emergency Authority

The President or their designee serves as the leader of the IMT- Policy Group, which may activate in the event of a Level 2 or Level 3 emergency or whenever executive policy issues must be addressed during a crisis. In the event of any threatened or actual disaster or civil disorder on the campus at a time when the President of the University is absent from campus, the authority to take all necessary and appropriate action on behalf of the University is hereby delegated to the following University officers:

- Vice President for Academic Affairs and Provost
- Senior Vice President
- Vice President for Student Affairs
- Vice President for Development and Alumni Relations
- Vice President for Administration and Finance
- Vice President for Enrollment, Marketing and Communication

NOTE: For a civil disturbance situation only, the Director of Public Safety or their designee is hereby delegated the authority to take all necessary and appropriate actions on behalf of the University under the following conditions:

1. If any of the University officers listed above cannot be contacted within a reasonable period, given the immediacy and other circumstances of the threatened or actual civil disorder.
2. When an actual civil disorder is in progress and immediate action is necessary to protect persons or property from further injury or damage.

Leadership Framework for Emergency Management

This leadership framework is based on NIMS and incorporates the ICS, which is designed to provide an organizational structure capable of responding to various levels of emergencies ranging in complexity. It also provides the flexibility needed to respond to an incident as it escalates in severity. Because of this flexibility:

- The leadership framework for emergency management as defined in this plan does not resemble the day-to-day organizational structure of the University. Employees may report to other employees to whom they do not usually have a reporting relationship.
- Further, assignments and reporting relationships may change as emergency conditions change.

The IMT coordinates the campus response, and recovery from Level 2 and 3 emergencies. Each member of the IMT has a designated alternate. For the purposes of this plan and its appendices, the primary IMT member will be mentioned by position title. However, if the primary IMT member is unavailable, their alternate will carry out the duties of the primary IMT member. The team member appoints their alternates. The IMT is composed of two groups- the Policy Group and the Operations Group. The IMT Policy Group convenes in the EOC either in person or by virtual EOC.

IMT- Policy Group

The IMT- Policy Group consists of University Leadership as follows:

- President
- Senior Vice President
- Vice President for Academic Affairs and Provost
- Vice President for Development and Alumni Relations
- Vice President for Student Affairs
- Vice President for Administration and Finance
- Vice President for Enrollment, Marketing and Communication
- Others as needed depending on the nature of the incident

Role of the IMT Policy Group

- Defines Crisis Policy
- Declares Campus State of Emergency
- Approves overall priorities, strategies, and operations
- Communicates with local and state legislators, as needed
- Liaises with government and external organizations
- Issues public information reports & instructions
- Determines program closures and resumptions
- Plans and prioritizes long term recovery

IMT – Operations Group

The IMT – Operations Group:

- AVP for Business Affairs
- AVP for Facilities Management
- AVP Student Affairs
- Assistant Dean of Students
- Assistant Director Facilities Management
- Assistant Director of Housing and Residence Life
- Deputy Director of Public Safety

- Dean of Students
- Director of Campus Ministry
- Director of Counseling Center
- Director of Facilities Management
- Director of Health Services
- Director of Media Relations and Social Networking
- Director of Residence Life
- Director of Special Events
- IT Designee
- Public Safety Director
- Public Safety Designee
- Vice Provost of Academic Affairs

Role of the Operations Group

- Determines the scope and impact of the incident
- Prioritizes emergency actions
- Deploys and coordinates resources and equipment
- Communicates critical information and instructions as directed by and to the IMT – Policy Group
- Monitors and reevaluates conditions
- Coordinates with government agencies (e.g., Louisville Metro)
- Implements and monitors recovery operations

Response framework for Emergency Management

The University's commitment of resources in response to an incident will be dependent on the actual or probable level of impact on life safety and University operations. Listed below are designated levels of impact and the University's corresponding response:

Response to a Level 1 (Low Impact)

The impacted departments or personnel coordinate directly with Public Safety, Technology Services, or Facilities to resolve a Level 1 Emergency. Level 1 Emergencies are reported through normal channels (Public Safety for issues of public safety, Facilities for building issues, Technology Services for network problems, etc.) and, are handled based upon established departmental practices. Level 1 Emergencies do not require activation of the University's CEOP.

Response to a Level 2 (Moderate Impact)

The University's IMT – Depending on the issue, various members of the Operations Group are responsible for evaluating Level 2 situations on a case-by-case basis. Level 2 situations can be quite complex because of the varied institutional, student, and community responses that must be coordinated. Activation of all or portions of the CEOP may be warranted.

Response to a Level 3 (Severe Impact)

When a Level 3 crisis is declared by the president or designee, such declaration authorizes the Director of Public Safety to activate the IMT – Operations Group.

- Members of the IMT – Policy Group and IMT- Operations Group are notified via procedures found within the Crisis Communications Plan (Functional Appendix A). When notified, members of the IMT- Operations Group will immediately report to the primary EOC.
- Prior to assembling the IMT – Operations Group, on-scene responders following ICS, are authorized to make essential operational decisions and to commit resources for mitigation and control purposes. Public Safety may also request help from other departments on an emergency basis, including requesting reassignment, of staff from less critical assignments.
- If a Level 3 Crisis is declared, it may become necessary to restrict access to specific areas on campus to only authorized personnel. Only those designated individuals with assigned crisis response duties will be allowed to enter an area or building affected by an incident. Access restrictions will be communicated through appropriate channels. Failure to comply may result in a disciplinary or legal action.
- When crisis conditions abate, the IMT groups will recommend an appropriate time to return to normal conditions.

24 – Hour Warning Point

The Department of Public Safety serves as the 24 – Hour Warning Point for the university. It is manned 24 – hours a day and 7 days a week. The procedures for operation are outlined in the Bellarmine Public Safety University Standard Operating Procedures. Notification to the University community regarding any emergency will be sent via the University's community notification system. (Functional Appendix B).

Emergency Operations Center

The EOC serves as the central management center for both the IMT Policy Group and the IMT Operations Group. There are both primary and alternate EOC locations on campus. The University has the ability to deploy a virtual EOC as well. The president or their designee may appoint an EOC Director as a situation requires; this individual has ultimate responsibility for activation, oversight, and the termination of the EOC.

Once an emergency is declared and the EOC is activated, it will serve as the workspace for members of IMT – Operations Group responsible for executing required Emergency Support Functions (ESF's). The EOC will be staffed on a 24-hour basis by key members of the IMT – Operations Group if necessary, or as directed by the Provost.

The EOC staff will be organized to ensure the following management activities or actions are performed:

- **EOC Director** – the person who is responsible for setting objectives and priorities and has overall responsibility of the incident.
- **Operations** – primarily responsible for managing the tactical operations of various response elements involved in the crisis/emergency.
- **Planning** – is responsible for the collection, analysis and display of information relating to incident operations, compiling it into documents that can be used immediately by decision-makers and responders. Develop alternative tactical action plans, conduct planning meetings and to prepare the EOC Action Plan for incidents which require extended operational periods.

- **Logistics** – ensures the acquisition, transportation, and mobilization of resources to support the response effort at the disaster site(s), and the Logistics Section will coordinate with local authorities, state officials and other agencies for the establishment of housing, shelters, and mass feeding capabilities for victims and/or responders and their departments. Methods for obtaining and using facilities, equipment, supplies, services, and other resources will be the same as used during normal operations unless authorized by the EOC Director or emergency orders of the University Provost.
- **Finance/Administration** – tracks spending, approves expenditures and purchasing, tracks worker hour, handles claims for compensation and coordinates disaster financial assistance. The Finance Section also coordinates with the Logistics Section Unit Leader for the negotiation and administration of vendor and supply contracts and procedures.

Virtual EOC

The University has the ability to deploy a virtual EOC. The virtual EOC allows essential personnel to perform their emergency functions while returning to their usual roles on the campus. Using a virtual, rather than physical, EOC depends significantly on cross-campus collaboration between departments. The virtual EOC is managed through Signal - all essential personnel have downloaded Signal to their cell phones. Signal encrypts all communication including messages, voice calls, group chats, files and even status messages. Only the intended recipient and nobody else can read the messages sent. A test of Signal will be completed biannually.

Emergency Support Functions

NIMS/ICS provides a framework of 15 ESF's to organize and describe the kinds of resources that are available for each of the critical operations of the University during an emergency. They are responsible for ensuring that resources are being used effectively to achieve the goals of the organization. ESF's allow for the utilization of ICS protocols in the EOC during activation and will also provide for a smooth transition to restoration of normal services and the implementation of programs for recovery.

ESF's are assigned to the following sections:

Operations

- ESF 2, Communications (Public Safety, Technology Services, Campus Communications)
    - Provide radio, telecommunications, and data systems support to emergency responders during normal and emergency/disaster operations
    - Provide a multimodal warning system capable of disseminating adequate and timely warnings to the campus community in the event of an emergency/disaster whether immediate or imminent.
- ESF 4, Firefighting (Local Government Fire Departments)
    - Coordination of firefighting activities affecting campus location.
- ESF 9, Campus Search & Rescue (Local Government USAR Teams) o Life-saving assistance, search, and rescue operations.

- ESF 10, Hazardous Materials Response (HAZMAT Team, EHS & Local Government Agencies)
    - Provide support in responding to actual or potential hazardous materials (chemical, biological, radiological, etc.) releases.
    - Facilitate environmental short and long-term cleanup.
- ESF 13, Campus Safety & Security (Public Safety, Residence Life and Emergency Coordinators)
    - Provide for the orderly flow of on-campus vehicle and personnel traffic in and around areas affected by emergencies/disasters.
    - Initiate planning to ensure the security of areas affected by emergencies/disasters, including emergency personnel working in those areas and resources. Provide a safe environment for the campus community with additional emphasis on victims of the emergency/disaster.
    - Implement and/or assist with the evacuation of faculty, staff, and students in affected areas. (Functional Appendix C).

Planning

- ESF 5, Information & Planning (IMT – Policy Group)
    - Establish procedures for gathering and analyzing information required to determine the extent of an emergency/disaster and to produce an action plan for resource prioritization.
    - Provide guidance and procedures to implement dissemination of emergency information to the campus community.
    - Establish a framework for gathering and reporting damage assessment information to the EOC during and/or after emergency/disaster operations.
- ESF 15, Recovery (Incident Management Team-Operations Group, Facilities)
    - Capture and prepare data to provide for the delivery of local, state, and federal assistance to the University.
    - Facilitate the development of long-rang recovery and redevelopment plans; review and analyze the university's hazard mitigation program following an emergency/disaster
- ESF 12, Utilities (Facilities)
    - Campus energy infrastructure assessment, repair, and utility restoration.

Logistics

- ESF 1, Transportation (Public Safety)
    - Provide transportation strategies, resources, and information
- ESF 3, Campus Infrastructure (Facilities)
    - Perform building inspections of buildings damaged during emergencies/disasters. o Provide or contract for debris removal operations in areas affected by emergencies/disasters.
    - Facilitate restoration of any utilities affected by the emergency/disaster
- ESF 6, Human Services (Student Affairs Division Staff to include: Disability Services, Residence Life, Special Events, Counseling Center)
    - Provide emergency sheltering for faculty, staff and students during emergencies/disasters affecting campus (including special needs population).

- o   Create reunification center.
  - o   Provide individualized crisis counseling and other similar support programs to individuals affected by the emergencies/disasters.
- ESF 8, Health & Medical Services (Health Services)
  - o   Provide on-campus guidance, prioritization, and coordination of resources involved in the triage, treatment, and medical evaluation of victims resulting from emergencies/disasters.
  - o   Establish liaisons with local medical community to augment University resources that reach or exceed their capabilities.
- ESF 11, Emergency Food Assistance (Dining Services)
  - o   Identify and secure a food source, ensure delivery to affected area(s) during Level 3 emergencies or disasters.

Finance/Administration

- ESF 7, Resource Support (Facilities, Special Events)
  - o   Provide incident logistics planning, management, and sustainment capability to the University. o Provide resource support (facility space, office equipment and supplies, contracting services, etc.).
  - o   Identify staging areas on campus to support emergency/disaster operations internally and externally if justified by conditions.
- ESF 14, Donations, Volunteers (Business Administration, Campus Ministry, Development and Alumni Relations, and Facilities)
  - o   Establish procedures and protocol for accepting donations (goods, cash, etc.) during emergencies/disasters by persons or organizations outside of the university.
  - o   Establish a mechanism for coordinating the development of personnel or organizations offering services on a voluntary basis to the University during or after an emergency/disaster.

Each Branch is consolidated in the EOC during activation to insure coordination among various departments and organizations.

Priority Objectives

The IMT-Operations Group will concentrate their efforts on Priority I objectives until these objectives are substantially met. Priority II and III objectives will be addressed as resources become available.

Priority 1

- Life Safety and Evacuation – evaluate the need to evacuate people from hazardous or high-risk areas to safe zones.
- Medical Aid – evaluate medical services available and advise rescue forces regarding location of treatment facilities for injured.
- Fire Suppression – evaluate fires or fire hazards and use available resources to control and evacuate.
- Search and Rescue – establish search and rescue teams and initiate search and rescue teams and initiate rescue operations as required.

- Communication Network – establish a communication network using available staff, materials, and equipment.
- Utilities Survey – evaluate condition of utilities (gas, electric, steam, water, sewer) and shut down or restore as needed.
- Hazardous Substance Control – survey critical areas (i.e., biological, and chemical) and secure or clean up as needed.

Priority 2

- Food and Drinking Water – identify supplies on hand and establish distribution system for food and water.
- Shelter – identify usable structures to house resident students and/or community victims.
- Facility – evaluate facilities (i.e., buildings, classrooms) for occupancy or use. Identify and seal off condemned areas.
- Information – establish a communications system with the campus community and advise everyone regarding availability of services.
- Criminal Activity Control – establish a police/security system to protect property and control criminal activity.
- Psychological Assistance – establish a system to assist persons in coping with the crisis.
- Transportation – organize transportation for relocation to shelter.

Priority 3

- Records Survey – identify and secure all University records.
- Academic Survey – determine requirements to continue academic operations.
- Supplies and Equipment – develop a system to renew flow of supplies and equipment.
- Valuable Materials Survey – identify and secure valuable materials (i.e., artwork, historical books) on campus.

Recovery and Planning

As operations progress from Priority I through Priority III, the administrative control of the crisis/emergency will move from the EOC back to the normal University organizational structure. The President, with input from the IMT Groups, will determine when to deactivate the EOC.

Incident Management Team Communications – Initial Notification

The key university communications hub is Public Safety Dispatch. Public Safety Dispatch is the primary communication link with Louisville Metro Emergency Services. They will usually be the first notified of a crisis.

Any Unprecedented Crisis or Emergency: Report any crisis or emergency immediately to 911 then call the Office of Public Safety.

- Public safety Dispatch will follow a defined sequence of responses for nearly all emergency situations:
- Dispatch Public Safety Officers and make appropriate fire and/or medical rescue calls.
- Notify the Director of Public Safety or their designee according to departmental procedures.

- Notify Facilities, Health Services, and/or Student Affairs per internal procedures, as appropriate.
- If warranted, the Director of Public Safety will notify the President, the Vice President for Student Affairs and/or other individuals.
- The President or designee determines whether to declare an emergency and activate the University's CEOP.
- Once activated, (usually the director of Public Safety) will notify all members of the IMT Operations Group and provide them with appropriate instructions.

Communications Equipment

Landline telephones will be the primary means of communications and will be used to contact IMT members and university departments. Alternate methods of communication will include text messages, cellular telephones, etc. Mobile radios may be issued to IMT members as appropriate.

Joint Information Center

A Joint Information Center (JIC) is a central emergency media location for involved agencies to coordinate public information activities and a forum for news media representatives to receive information updates. The purpose of a JIC is to maintain liaisons with the news media; provide news releases and other information; assure that official statements are issued only by those administrators authorized to issue such statements; assist in handling telephone inquiries from the public relative to the disaster; accredit members of the news media operating on campus. The Vice President for Enrollment, Marketing and Communication is responsible for developing procedures related to the development of such a center.

More information can be found within the Crisis Communications Plan (Functional Appendix A).

Plan Usage

The plan is established as a supplement to the University's administrative policies and procedures. Under activation and implementation, it serves as an emergency manual setting for the authority to direct operations, direct staff assignments, procure and allocate resources, and take measures to restore normal services and operations.

Users are to follow this document during emergency response (and training activations and exercises). The forms are then retained on file as official records of the emergency response. Users are also encouraged to supplement this manual with additional individual materials and information required for emergency response and recovery.

Plan Development, Maintenance, and Dissemination

The Director of Public Safety is responsible for the CEOP Program of the University, and as such is responsible for ensuring that the plan is developed and maintained.

The maintenance and further development of the plan must be a shared responsibility, involving many departments and units across campus. The Public Safety Coordinator is responsible for facilitating that work.

Each unit or department identified as having a role in this CEOP is responsible for communicating the content of the CEOP to its staff.

The CEOP shall be reviewed annually by the IMT-Operations Group and modified as necessary. The update plan shall be forwarded to the President for approval, followed by dissemination to IMT members and posting on the Public Safety website.

As potential crises emerge, any member of the IMT-Operations Group may convene the Group to prepare hazard-specific plans.

Emergency Response Plans are generally required for each Administrative and Academic workspace and should be considered part of every department's basic responsibility. Division/Department Emergency Response support the broader Campus Emergency Management Program.

Training

The objective of the Comprehensive Emergency Operations Plan is an effective and timely response during emergencies. A good plan is a first step toward that objective. However, planning alone will not guarantee preparedness. The IMT Operations Group will conduct exercises to train personnel and evaluate the adequacy of the CEOP. All members of the Incident Management Team are encouraged to take part in campus training events and online independent study courses available from FEMA. At a minimum, the following FEMA courses are recommended and available at
http://training.fema.gov/IS/NIMS.asp

- IS-700.a National Incident Management System (NIMS), an Introduction.
- IS-100.HE Introduction to the Incident Command System for Higher Education.

The University will conduct an exercise annually. The exercise may be of a smaller scale: focused tabletop or orientation that involves only portions of the CEOP.

After-action reports will be prepared following each exercise. The IMT-Operations Group shall be responsible for developing these exercises.

Community Assistance by the University

A crisis affecting neighboring communities may require local authorities to request the assistance of university personnel and/or facilities. It is logical to assume such assistance would most likely involve the necessity to provide temporary shelter for victims of a disaster and/or medical care for these persons. The University will cooperate to the extent possible in any emergency assistance operations directed by outside agencies.

Functional Appendices

Functional Appendix A: Crisis Communication Plan

Revised July 1, 2022

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INTRODUCTION

Bellarmine University's President has tasked the Division of Enrollment, Marketing and Communication with managing the coordinated release of information during a crisis. A crisis is any significant development or incident that could:

- Disrupt the university's normal activities
- Result in immediate, intense news media and/or social media interest

- Harm the university's reputation and/or finances

Responding promptly, effectively, and accurately in a crisis will protect and enhance the university's reputation and credibility.

To ensure that the university's communication during an emergency is quick, accurate, sensitive and responsible, the Division of Enrollment, Marketing and Communication will manage all crisis communications with news media, as well as with on-campus and off-campus audiences.

Bellarmine University's official spokespeople during an emergency are:

- President
- Vice President for Enrollment, Marketing and Communication
- Director of Media Relations

It may be appropriate and necessary for others to speak to the public or the news media in a crisis, but no one is authorized to do so without prior clearance from the Vice President for Enrollment, Marketing and Communication. Other university staff will refer all questions about an emergency to the Division of Enrollment, Marketing and Communication.

PURPOSE & SCOPE

This plan outlines the protocols, roles, and responsibilities necessary to ensure that information is shared quickly, accurately, and effectively during an emergency.

This plan is designed to be flexible. It will be used in coordination with other emergency decision-making procedures of the University, primarily the Comprehensive Emergency Operations Plan (CEOP), which guides the university's overall response to a crisis, using the protocols outlined by the National Incident Management System. This communication plan does not address other response and recovery procedures that would also be implemented in response to an incident on campus.

This plan should be reviewed and updated annually during the summer term, as well as following any major emergency where the plan is utilized.

CRISIS COMMUNICATION TEAM

During an emergency, a Crisis Communication Team may be activated by the President, the Vice President for Enrollment, Marketing and Communication or the Assistant Vice President for Strategic & Integrated Communication to lead the university's communication response. This team's duties include:

- Developing, fact-checking, and releasing all internal and external communication pertaining to the emergency, via the crisis communication platforms outlined in this plan.
- Developing and releasing an initial holding statement when warranted.
- Coordinating with designated communicators for delivery of information to key audiences.
- Monitoring external communication about the crisis, with an emphasis on identifying and clarifying incorrect information.
- Supporting and advising university leadership, based on best practices in crisis communication.

The crisis communication team includes:

- Vice President for Enrollment, Marketing and Communication (co-chair)
  - Also serves as liaison to Incident Management Team
  - Manage flow of information between Crisis Communication Team and Incident Management Team
  - Serve as moderator at any media briefings
- Assistant Vice President for Strategic & Communication(co-chair)
  - Lead the Joint Information Center if one is activated under the CEOP
  - Serve as primary media contact
  - Write communications for key audiences, including news media, this would include an initial holding statement when warranted o Prepare university leadership for any media briefings
  - Ensure that all information has been checked for accuracy
  - Alternate: Director of Executive and Advancement Communication or Director of Content Strategy and Development
- Director of Strategic Communications o Activate crisis communication website
  - Manage website content about the emergency o Notify designated communicators in section IV that a crisis has been declared, then work with them to coordinate delivery of communications to key audiences
  - Alternates: Director of Content Strategy and Development
- Director of Executive and Advancement Communication and/or Director of Content Strategy and Development, based on the nature of the crisis
  - Staff the joint Information Center or provide virtual media support, as needed
  - Draft communications for key audiences, including news media
  - Monitor news coverage for information related to the emergency and escalate actionable info to the Coordinator of Office Operations
  - Alternate: Coordinator of Office Operations

- Social Media Manager
  - Share approved updates on social media platforms
  - Monitor social media content and sentiment for information related to the emergency and escalate actionable info t the Coordinator of Office Operations
    As appropriate for a particular circumstance, run occasional searches from personal accounts to surface content from accounts that have blocked the university
  - Prepare regular reports on social conversation and media coverage related to the emergency, with an emphasis on identifying incorrect information
- Coordinator of Office Operations
  - Support the Crisis Communication Team as needed
  - Prepare reports on key news and social media coverage to share with the Crisis Communication   Team on a schedule determined by the team
  - Take notes of all discussion
  - Time stamp newly arriving information
  - Field media calls if call volume becomes high (auto-forward main Media Relations phone number)
  - Alternate: another member of the team

Depending on the nature of the emergency, the Crisis Communication Team should implement a personnel schedule that ensures key functions are maintained 24 hours a day until the crisis concludes.

Other university or incident response personnel may be added to the Crisis Communication Team as needed.

Unless otherwise directed, the Crisis Communication Team should gather at a designated meeting location, in this order, depending on availability:

- Allen Hall 109
- Abell Board Room (CNHH 221)
- I.T. Imagination Studio (LIBR A24)
- Hilary's (CNTH 125)
- Flynn Building (1961 Bishop Ln)
- Owsley B. Frazier Stadium's Jack McGetrick Plaza

Protocol for the release of information:

- All information planned for release will be reviewed by both the Crisis Communication team and the Incident Management Team before release to ensure accuracy.
    - The Incident Management Team is encouraged to designate a single member responsible for this review.
    - Depending on the crisis, information may also require prompt review by an attorney.
- The Assistant Vice President for Strategic and Integrated Communication will work to verify every fact included in any communication, omitting facts that cannot yet be verified.
- The Assistant Vice President for Strategic and Integrated Communication will work with Public Information Officers from emergency response agencies to ensure content about the emergency response is agreed upon by all parties.
- If media inquiries are occurring before a statement is ready, a brief holding statement should be immediately developed and deployed, expressing awareness and empathy, as appropriate.
- The Crisis Communication Team should be continually briefed on new information, even if that information is preliminary and unconfirmed.
- Important information should be shared with the media promptly as it is confirmed – especially if it corrects information previously disclosed.
- The university or emergency response agencies will release location(s) treating injured persons. Hospital media professionals are trained to answer media questions regarding treatment and status of patients.

Conclusion of a crisis:

- When university officials determine that the crisis has ended, routine work can resume.
- Members of the Crisis Communication Team should continue to monitor follow-up media and social media communication about the crisis and react as needed.
- As soon as possible, the team should convene to review how the crisis was handled and how future communications can improve.

DESIGNATED COMMUNICATORS FOR KEY AUDIENCES

While only the designated spokespeople for the university should engage in external communication during an emergency, it is necessary for certain university personnel to have responsibility for communicating with key audiences. Not all audiences will need to receive every communication issued during an emergency. Specific needs should be reviewed with the Crisis Communication Team. In a typical scenario, the Director of Strategic Communication will be the liaison between the Crisis Communication Team and the designated communicators.

The role of these designated communicators is to:

- Ensure that university communications are reaching their audience through email and/or direct communication, as appropriate

- Modify standard university communications to address their audience's specific needs, with approval from the Crisis Communication Team
- Inform the Crisis Communication Team of questions and concerns their audiences are raising

Designated Communicators for Key Audiences:

CAMPUS

- Students* – VP for Student Affairs
- Employees* – Chief Human Resources Officer
- Non-credit students – Director, Professional & Continuing Studies
- Groups using facilities – Director of Special Events
- Children using summer camps – Director of Special Events

EXTENDED COMMUNITY

- Trustees – President or Designee
- Alumni/Alumnae – Executive Director of the Alumni Association
- Overseers – Associate VP for Development
- Donors – VP for Development and Alumni Relations
- Prospective Students – VP for Enrollment, Marketing and Communication
- Families of Students – VP for Student Affairs
- Families of Employees – Chief Human Resources Officer
- Families of Visitors/Groups/Camps – Director of Special Events

EXTERNAL

News Media –Assistant VP for Strategic and Integrated Communication

Neighbors – Assistant VP for Strategic and Integrated Communication

Government Officials – VP for Development and Alumni Relations

General Public – VP for Enrollment, Marketing and Communication & Assistant VP for Strategic and Integrated Communication

Major Partners – Chief Government, Community, & Strategic Partnerships Officer

*In most circumstances, current students and employees will receive communication directly from the Office of the President or the Vice President for Enrollment, Marketing and Communication through regular campus email. Nonetheless, the personnel listed as responsible for communication to these audiences should ensure that they are receiving the information they need in coordination with the Crisis Communication Team.

PLATFORMS FOR CRISIS COMMUNICATION

Microsoft Teams

Primary responsibility: Chief Information Officer (I.T.)

In an emergency, Bellarmine's Incident Management Team and Crisis Communication Team should use the Signal Microsoft Teams for collaboration and communication unless they are physically gathered in one place. This platform is managed by the Office of Information Technology. Zoom accounts managed by Enrollment Management and Undergraduate Admissions are also available if Teams is inaccessible.

Bellarmine.edu

Primary responsibility: Director of Strategic Communication Alternate responsibility: Graphic Designer & Editor

The university's website is the institution's primary venue for crisis communication. Whenever possible, other communication efforts should direct audiences to the website for the latest, most accurate information.

In an emergency, the university will activate a webpage to host all information about the emergency, including:

- News releases
- Approved email communications to the campus community
- Statements from key university officials
- Contact information and links to support resources
- An updated fact box, if needed
- Multimedia content, if needed

Information on this page will be time-stamped and presented in reverse chronological order, with the most recent information at the top.

In a major emergency, it may be necessary to streamline the university's main webpage to prioritize access to emergency information and decrease page load times.

Contingency planning:

In the event the university website is unavailable, a pre-established backup site should be launched, and the Office of Information Technology should redirect the university's primary URL to that site.

Media Relations

Primary responsibility: Assistant Vice President for Strategic and Integrated Communication

Alternate responsibility: Director of Content Strategy and Development Vice President for Enrollment, Marketing and Communication or Director of Development Communications

Often the only information some audiences will receive during a crisis is through the news media, who play a powerful role in shaping public perception. Media relations is therefore an essential element of managing a crisis. If employees are contacted directly by the media during a crisis, they should refer media inquiries to the Crisis Communication Team.

In the event of a newsworthy development that might damage the university's reputation, it is often better for the university to announce the development first, and to do so in the context of positive steps that are already being taken to address the situation and prevent a recurrence. The alternative is for someone else to notify the media first, which puts the university in a defensive, reactionary posture.

During a crisis, the university can use these media relations tactics:

- Written statements from the President and other key university officials
- News releases
- Media briefings
- Individual interviews
- Multimedia content (sharing b-roll and stock photos, for example)

If media will be visiting campus, the university should activate a Joint Information Center and direct journalists to that venue. Depending on the location and nature of the incident, this could be located at Allen Hall, Knights Hall, Frazier Hall, Clayton Hall or the Flynn Building. The Department of Public Safety should guide the process of selecting a location.

Media access to campus should be managed, with clear instructions on where media can and cannot go. For example, if may be inadvisable for media to have access to a reunification center or spaces where members of the community are gathered for reflection and support. If communication personnel are not on site at such a location, other university personnel should be empowered to instruct media to leave.

Contingency planning:

Media contact lists and templates for news releases and media advisories are available on Meltwater and backed up on file storage sites (see appendix).

BU ALERTS (Text Alerts)

Primary responsibility: Director of Public Safety

Alternate responsibility: Assistant Vice President for Strategic and Integrated Communication

The university contracts with Rave Mobile Safety for dissemination of text alerts to registered recipients in an emergency. Scripted messages are pre-loaded into the Rave platform, although custom messages may be developed as needed.

Protocols for using Rave to issue BU ALERTS are maintained by the Department of Public Safety.

Contingency planning:

The Office of Information Technology Department can access mobile phone numbers for key audiences. However, a backup platform for Rave is not currently available.

Social Media

Primary responsibility: Social Media Manager

Alternate responsibility: Director of Strategic Communication

The Rave Mobile Safety platform has an option to send BU ALERTS to Bellarmine's primary Facebook and Twitter accounts when needed. Additionally, Bellarmine's primary social media accounts – managed through Falcon - can be used to share updates from the university as text, images, or links to the university website. Falcon can also measure sentiment and provide other actionable info through its reporting tools.

In an emergency, most University social media sites should remain silent with the exception of primary, official university accounts managed by the Division of Enrollment, Marketing and Communication. The only exception would be to share or retweet messages originating on the primary university platforms.

Any pending or scheduled content for any university social media account should be deleted. The university's Social Media Council should be regularly briefed on this plan.

Guidance for the university community on use of official social accounts:

- Do not comment on an individual's posts other than to dispel rumors, direct people to the emergency website, or give media outlets contact information for the Assistant Vice President for Strategic and Integrated Communication.
- After attending to your own safety, monitor conversations happening on the university social media channels you manage. Forward any actionable information to the Social Media Manager via email.

Contingency planning:

Bellarmine's primary social platforms can be accessed through Falcon, although each platform can be accessed directly if these tools are unavailable.

Live Video

Primary responsibility: Audio-Video Production Manager Alternate responsibility: Photography & Videography Specialist

The university should, when possible and appropriate, broadcast media briefings live on Facebook and YouTube. These live broadcasts should be embedded on the university's crisis communication website.

Contingency planning:

Live video streaming is also available via tools including Microsoft Teams, Twitter and Instagram.

Campus Digital Signs

Primary responsibility: Director of Public Safety

Alternate responsibility: Social Media Manager

The Rave Mobile Safety platform has an option to display BU ALERTS on campus signs when needed.

Contingency planning:

If Rave is unavailable, content may be placed on the digital signs using the BUDS system.

Email

Primary responsibility: Director of Strategic Communications & Designated Communicators for Key Audiences

Alternate responsibility: Director of Executive and Advancement Communication

The university uses multiple email platforms for communicating with various key audiences. As of the date indicated on this plan, those platforms are:

- MICROSOFT OUTLOOK: students, employees, non-credit students, groups/rentals, trustees, overseers, news media, major partners, families of current students/faculty/staff
- IMODULES: alumni/alumnae and donors
- SLATE: prospective students and families

In an emergency, the Director of Strategic Communications will work with designated communicators for key audiences to ensure they have the assets they need for delivery of approved communications.

Contingency planning:

If email is not possible through primary systems, the Director of Strategic Communications can activate an alternate email platform through a third-party tool. This would require a plan for importing existing email lists into this platform, which should be reviewed with the Office of Information Technology.

Phone

Primary responsibility: Chief Information Officer (I.T.) Alternate responsibility: Assistant Vice President for Strategic and Integrated Communication

If Bellarmine's phone system is operational, it is possible to record an outbound emergency message providing basic information and directing callers to the website for more information.

Contingency planning:

Bellarmine's phone system does not have a backup.

APPENDIX I: IMMEDIATE RESPONSE CHECKLIST FOR CRISIS COMMUNICATION TEAM

Inform Key Personnel

- Inform VP for Enrollment, Marketing and Communication and Assistant Vice President for Strategic and Integrated Communication
- Discuss need for BU ALERT with Director of Public Safety
- The President and Cabinet, if not already aware, are informed by VP for Enrollment, Marketing and Communication (or, in their absence, the Assistant Vice President for Strategic and Integrated Communication)
- Discuss informing the Trustees, if necessary (communicate via President or Senior Vice President)

Convene Crisis Communication Team

- Inform key inbound call centers (Undergraduate & Graduate Admissions, Public Safety, President's office) to direct all news media calls to the Assistant Vice President for Strategic and Integrated Communication
- Activate emergency website, if necessary
- Begin monitoring social media and news coverage
- Prepare a holding statement, if necessary
- Activate Designated Communicators for Key Audiences
- Consult immediately with responding agencies to coordinate release of information
- Decide to issue a written statement or hold a news briefing (in person or via Microsoft Teams)
- If necessary, decide location and logistics for news briefing
- Alert news media to time and location of news briefing

Gather Known Facts

- Verify nature and scope of incident with Public Safety and/or responding emergency agencies
- Ask questions to learn details about any victims (examples: are their parents alums, are they related to journalists, etc.)
- Time code all information as it arrives
- Verify all facts before releasing
- Keep appropriate senior officials up-to-date
- Keep in consultation with appropriate government and legal authorities

Prepare for Media (Calls and Visits)

- Discuss media inquiry strategy and start a media contact record
- Brief and rehearse designated spokesperson
- Anticipate media questions and draft responses
- Rehearse what verified information will be made available
- Activate pre-arranged media room/area (on or off site)
- Get approval for media statement (as handout or release)

- Designate officials who will read statements or speak during news briefing
- Review guidelines for dealing with the media with each briefing participant

At News Briefing and/or Joint Information Center

- Ask media for identification and to sign in
  - If a news briefing is virtual, provide instructions for asking questions
- Inform reporters of restrictions on movement/photography/filming
- Follow-up on additional media inquiries

Media Follow-up & Ongoing Media Relations

- Monitor media coverage
- Assess and correct factual errors
- Advise media of any significant new developments
- Evaluate effectiveness of plan and revise as necessary

APPENDIX II: GUIDELINES FOR MEDIA COMMUNICATION DURING A CRISIS

GENERAL GUIDANCE

- Demonstrate that the university's overriding concern is for people and their safety.
- Never respond with "no comment" instead, explain why you cannot answer the question (i.e., we do not have those details confirmed at this time, we will provide you with an update when we do have an answer to that question).
- Don't speculate. If you don't know the answer, say so and offer to track it down.
- Never speak off the record in an emergency. The media can use any information you share.
- Do NOT accept hypothetical questions. Do NOT repeat negatives in a question. Taken out of context, these remarks can be very damaging.
- Use everyday language, not jargon, when talking to reporters.
- Provide written materials that give reporters background information.
- Be open, honest and tell the full story, subject to legal constraints. If you do not, someone else will, thus increasing the possibility that the university loses control of the situation.

RESPONSIVENESS

- When possible, ask what the reporter wants to know and what the reporter's deadline is, then promise to get back to the reporter with information.
  - Use this time to verify information and script an accurate response.
  - Stick with that message when returning the call.
- Respect reporter deadlines. If you promise to get information, do so promptly.
- Never give exclusive interviews during a crisis. All members of the media should have the chance for gathering information.
- Keep the message consistent with all audiences. Never tell one constituency anything that is not being told to the media.
- Be available 24 hours a day.
- Explain what is being done to remedy the situation.

SENSITIVE INFORMATION

- If an injury or death has occurred, do not release the name(s) of the injured/deceased until those listed in university files as family have been notified, in coordination with the Coroner, if appropriate.
- Do not provide damage estimate, discuss responsibility for the incident or discuss legal liability in any way.
- Do not discuss illegal activity at any time. If it is assumed, say "Police are investigating. We are cooperating." Refer all questions to the appropriate law enforcement agency.
- In cases when media request interviews with family members, provide a liaison to family members for the media so that the family can protect their privacy if they choose.

APPENDIX III: QUESTIONS TO EXPECT FROM THE MEDIA

The Crisis Communication Team will anticipate media questions and formulate responses in advance of interviews and briefings. These anticipated questions will depend on the situation. Here are possible examples.

CASUALTIES

- Number killed, injured, survived o Use caution with initial numbers, which will likely not be accurate
- Nature of injuries received
- Care given to the injured
- Disposition of the dead
- Transports to area hospitals
- Prominence of anyone who was killed, injured, survived
- How escape was hindered or prevented

PROPERTY DAMAGE

- Estimated value of loss
- Description of property
- Importance of the property
- Other property threatened
- Insurance protection
- Previous emergencies in the area

CAUSES

- How emergency was discovered
- Who sounded the alarm
- Who summoned aid
- Previous indications of danger

RESCUE AND RELIEF

- The number of people engaged in rescue and relief operations
- Any prominent person in relief crew
- Equipment used
- Physically disabled persons rescued

- Care of displaced students
- How the emergency was prevented from spreading
- How property was saved
- Acts of heroism

DESCRIPTION OF CRISIS

- Extent of emergency
- Blasts and explosions
- Crimes
- Attempts at escape or rescue
- Duration
- Collapse of structures
- Number of spectators, spectator attitudes and crowd control
- Unusual happenings
- Anxiety, stress of families, survivors, etc.

LEGAL ACTIONS

- Inquests, coroner's reports
- Police follow-up
- Insurance company actions
- Professional negligence or inaction
- Suits stemming from the incident

APPENDIX IV: PREPARING FOR NEWS BRIEFING

- Before the news briefing, write down your "must cover" message points.
  - Try to have only three to four "must cover" points, focusing on what is the most urgent, and repeat them often throughout the briefing.
  - Know these message points well enough to state them naturally in an interview.
  - If asked a question you don't want to answer or can't answer, say, "The important thing is…" and then repeat one or more of your key message points.
- Remember that the initial information to emerge about a crisis is often wrong – avoid relying on assumptions and use only verified facts.
- Only answer the exact questions that are asked and avoid long answers.
  - If a YES or NO is all that is required, say only that.
- Never speculate or address hypotheticals.
- It's perfectly okay to say, "I don't know, but I will try to find out" and then stop and wait silently for the next question. Silence can be all right.
- When answering a question, do not repeat negative terms from the question.
- At the conclusion of the briefing, participants should immediately exit the room unless one-on-one interviews are welcome.

Introduction by Moderator

- Introduce themselves and other speakers
- Direct people to Bellarmine.edu for the latest information
    - Provide a phone number or email address for specific needs, if appropriate
- Outline agenda and remind media to hold questions for the end

Situation report

- Primary university spokesperson summarizes what appears to have happened o Express empathy
    - Focus on communicating three to four key points that are most urgent
- State confirmed facts
    - What has occurred and what caused it
    - What actions have already been taken in response
    - What actions are happening now
    - What actions are planned for the immediate future
- Communicate directly to key audiences
    - Explain what campus community (and families) need to know about their safety
    - Discuss reunification plans, whether campus is closed, etc.
- State what is not yet known

Emergency responder briefings

- Responding agencies explain what is being done and by whom

Wrap-up

- Primary university spokesperson restates key points

Q&A

- Moderator invites questions from the media for a set period of time and ensures the right person is answering
- Moderator states when next briefing or news release will occur, if known

APPENDIX VI: OPERATING THE JOINT INFORMATION CENTER

Members of the Crisis Communication Team can access the following resources on Microsoft Teams or [insert secondary website]:

- Marketing & Communication Staff Contact List
- University Emergency Contact List
- Media Contact List
- News Release and Media Advisory Email Templates
- Social Media Account Information
- Crisis Communication Plan
- Comprehensive Emergency Operations Plan

Each team member is also issued a jump drive with an electronic version of these documents. Additionally, the Assistant Vice President for Strategic and Integrated Communication and Coordinator of Office Operations should have printed copies of these documents available in their office and automobile.

Each team member is expected to report to the assigned meeting location with the following:

- Laptop and power cord
- Mobile phone and charger cord
- Backup battery pack

If activated, the Joint Information Center should contain:

- Media worktables with chairs power outlets
- Open Wi-Fi network access if network is running
- An overhead projection system
- A podium with speaker and mult box
- Hardwired connections for live video broadcasts (a videographer will supply the equipment necessary to begin the broadcast)

APPENDIX VII: CRISIS RESPONSE MATRIX

As defined in Bellarmine's Comprehensive Emergency Operations Plan:

- **Low Impact**: Any incident, potential or actual, which will not seriously affect the overall functional capacity of the university, but nevertheless requires some degree of action.
- **Moderate Impact**: Issue driven and/or slowly developing situations that negatively impact the university.
- **Severe Impact**: Any incident posing major risk to University personnel, students, visitors, or resources that has caused or has the potential for causing fatalities or injuries and/ or major damage.

These are examples of how typical incidents might be categorized and addressed. Actual crises may require a response that differs from this matrix.

Impact Level	Examples of emergencies	Recommended response
Severe	Severe weather with damage to campus Natural emergency with damage to campus Active shooter Homicide Bomb threat Significant injuries to community members	❐ Convene Crisis Communication Team ❐ Activate Joint Information Center ❐ Crisis Website ❐ Media Relations ❐ BU ALERT ❐ Social Media ❐ Campus Signs ❐ Email ❐ Phone Recording
Moderate	Power outage Large protest Large-scale theft Crime spree Health issue Student death Faculty/staff misconduct Student misconduct Major cyber attack	❐ Convene Crisis Communication Team ❐ Crisis Website ❐ Media Relations ❐ BU ALERT ❐ Social Media ❐ Campus Signs ❐ Email ❐ Phone Recording
Low	School closing (weather-related) Severe weather (no damage to campus)	❐ BU ALERT ❐ Social Media ❐ Campus Signs ❐ Email ❐ Phone Recording *Crisis Communication Team does not need to convene.*

FUTURE APPENDIX VIII: DRAFT STATEMENTS FOR VARIOUS CRISES

Information to come.

Functional Appendix B: Bellarmine University RAVE Notification System

Bellarmine provides an emergency text-messaging system to all members of our community. The purpose of this system is to quickly alert you to emergency situations on campus as well as weather-related school announcements. The goal of this system is to provide meaningful alerts regarding urgent situations, so the University strongly encourages participation in this system.

This system will send school-closing or emergency information to you in three ways: by text message to your cell phone, by e-mail to your Bellarmine account, and by posting a notification on the home page of www.bellarmine.edu

If you encounter any issues or have any questions about the registration process, please contact the Technology Support Center at 502.272.8301 for assistance.

To receive BU alert emergency text messages, you can register your mobile phone number on our RAVE page.

Bellarmine will make every effort to communicate to the campus community through as many of these channels as possible based on the situation.

Functional Appendix C: Emergency Evacuations

Emergency Evacuation Guide Responsibilities of All Faculty, Staff, and Students

- Learn locations of exit routes, exit stairwells, and areas of refuge in any buildings you routinely use (areas of refuge are the landings located in a stairwell)
- Know how to activate the fire alarm system
- Participate in all fire drills – Take them seriously and take every alarm as an actual emergency
- Learn in advance the needs of anyone for whom you are responsible that may need assistance during an emergency
- Know where the pre-designated rally and assembly points are located
- Know emergency phone numbers and keep them posted
- If you are first to notice an emergency, call 911 first then notify Public Safety at 502-272-7777.

Evacuation Procedures

1. Building evacuations will occur when announced over the campus emergency warning system and/or upon notification by Public Safety.
2. When the building evacuation alarm is activated during an emergency, leave by the nearest marked exit and alert others to do the same. DO NOT USE THE ELEVATOR IN CASE OF FIRE AND/OR EARTHQUAKE! USE THE STAIRS. In the event of a fire alarm, all elevators are designed to recall to a predetermined floor and allow for exit.
3. When evacuating your building or work area:
   a. Stay calm; do not rush or panic
   b. Safely stop your work. If there is time, turn off personal computers to protect University data from possible damage and other critical devices or equipment.
   c. Gather your personal belongings if it is safe to do so. (Reminder: take prescription medications out with you if at all possible; it may be hours before you are allowed back in the building).
   d. If safe to do so, close your office door and window, but do not lock them. The last person to leave an office, classroom, or lab will close and lock the door behind them.
   e. Use the nearest safe stairs and proceed to the nearest exit
   f. Be alert for individuals with disabilities or injuries who may need assistance

However, under no circumstances should an individual risk or jeopardize his/her personal safety in an attempt to rescue another person.

4. Once outside proceed to the "Rally Point" for the affected building and wait for further instructions. Keep streets, fire lanes, hydrant areas, and walkways clear for emergency vehicles and personnel. IMPORTANT: Wait for further instructions from emergency responders. Do not reoccupy the building until directed to do so.

5. Notification by responding external public agencies that the emergency is contained. If there are any evacuated buildings that are suitable for re-occupancy, Public Safety, in consultation with appropriate authorities, shall determine when occupants will be allowed to re-enter those buildings. Occupants shall not be allowed to re-enter a building where there is visible smok such situations, the fire department and/or Facilities will be requested to ventilate the structure prior to re-occupancy.

Campus Evacuations

1. Evacuations of all or part of the campus grounds will be announced by the University's emergency alert system and/or Public Safety officials, as described.
2. All persons (students, faculty, and staff) are to IMMEDIATELY vacate the site in question and relocate to another part of the campus grounds or as directed.

Evacuation Information for Persons with Disabilities

Faculty members should be aware of students in their classes with disabilities and be prepared to assist and/or assign student assistance for students with disabilities.

The Resident Life Office provides the Department of Public Safety with an updated list of residential students who need special assistance during an evacuation.

Visually Impaired/Blind: Advise the person you are assisting of the nature of the emergency and offer your arm for guidance. As you walk, inform the person where you are and note any obstacles in your path. When you reach safety, orient the person to a safe area, and ask if he/she needs further assistance.

Hearing Impaired/Deaf: Persons who are deaf or hearing impaired may not observe an audible fire alarm. While most fire alarms on Bellarmine's campus are newer with ADA-approved type with flashing strobe light, it may still be necessary to attract the hearing-impaired individual's attention and communicate that a fire evacuation alarm has been activated. This can be done by:

- Writing a quick note, informing the person of the situation, and directing them to the nearest evacuation route and the assembly area, or face them so they can read lips.
- Turning the light switch on and off to gain the person's attention. DO NOT do this in the event of a gas leak, as the electrical switch may create a dangerous ignition situation. Then indicate through writing or verbal gestures what is happening and what to do.

Sample Script: THERE IS A FIRE! Follow me to safety; we are going to the front lawn.

Persons Using Crutches, Canes, Walkers, or Wheelchairs: In an emergency evacuation, these individuals should be treated in the same manner as injured persons. Have the person sit in a sturdy chair, preferably with arms, and follow this procedure for non-ambulatory persons.

Most non-ambulatory persons will be able to exit a building safely if they are on the ground floor. For floors above ground level, the needs and preferences will vary with the individual. Always consult the person as to his/her preferences regarding:

- Ways of being removed from a wheelchair
- The number of people necessary for assistance
- Whether to move or extend extremities when lifting
- The need for a seat cushion or pad
- After-care: if they are removed from the wheelchair, is a stretcher, chair, or paramedic attention necessary?

NEXT:

- Check the evacuation routes for obstructions before assisting the person to the exit
- Delegate other volunteers to bring the wheelchair
- Reunite the person with the wheelchair as soon as it is safe to retrieve it
- Be aware that some people have minimal ability to move. Lifting or moving them too quickly may be dangerous to their well-being. It may be necessary for trained rescue responders to bring the person out of the building.
- Even if this situation exists or you are physically incapable of assisting the individual in the prescribed manner, at least move the person to a "Safe Area of Rescue," generally next to a fire exit stairwell furthest from the suspected area of the emergency to wait for assistance.

Functional Appendix D: Shelter in Place

In certain emergency situations, the campus community may be advised to shelter-in-place to avoid or minimize exposure to outside risks. Risks could include chemical, biological, or radioactive releases, some weather-related emergencies, or criminal activities.

Once shelter-in-place instructions have been communicated, students, faculty, and staff should either stay in the building they are in when they get the message or if outside, go to the nearest building and await further instructions.

What Shelter in Place Means

Shelter-in-Place is a precaution aimed to keep you safe while remaining indoors. It refers to taking refuge in a designated area of safety within a building such as a small, interior room with no or few windows. It does not mean sealing off your entire residence or office building. If you are told to shelter-in-place, follow the instructions provided in this Appendix.

Why You Might Need to Shelter in Place

The air outside may become dangerously contaminated either intentionally or accidentally; severe weather such as a thunderstorm or tornado is occurring; or there is an active shooter, making it unsafe to be exposed to outside conditions. Should this occur, Public Safety will provide information using the RAVE system. The system includes emergency warning sirens, programmed messages, live voice instructions, text messaging, and email communication to provide emergency notification and/or instructions. The important thing is for you to follow instructions of University authorities and know what to do if they advise you to shelter-in-place.

General Shelter in Place Information

If a shelter in place order is given, you should:

- Stop classes or work, or close business operations.
- Share the notification with others in the building, if possible, but do not leave the area where you were instructed to shelter-in-place.
- Close all windows, exterior doors, and any other openings to the outside.
- Select interior room(s) above the ground floor with the fewest windows or vents.
- Under certain circumstances (criminal activity), it may be necessary to lock the door to the area where you are located.
- Keep listening to local radio, television, and check your cell phone for the University alert messages and alerts until you are told it is safe or you are told to evacuate. University and local officials may call for an evacuation in specific area only.

In Conclusion

University and local officials are the best source of information for your situation. Following their instructions during and after emergencies regarding sheltering, food, water, and clean-up methods is your safest choice.

Functional Appendix E: Suspicious Mail

The Print Shop and Mailroom personnel follow U.S. Postal Service guidelines regarding handling mail. If a specific package or envelope is spotted in the mailroom-by-mailroom personnel, the item is isolated and Public Safety is notified at 502-272-7777.

It is possible that a suspicious piece of mail or a package may be delivered directly to a department by a delivery service, or not be notified by Print Shop and Mailroom personnel during sorting processes. It is critical that all individuals that handle mail be diligent – what does not look suspicious to the Print Shop or Mailroom might be suspicious to a person in the receiving department.

If You Receive a Suspicious Letter or Package:

1. Do not try to open the package. If there is spilled material, do not try to clean it up and do not smell, touch, or taste the material.
2. Do not shake or bump the package or letter.
3. Isolate the package, placing it in a sealable plastic bag if available.
4. Calmly alert others in the immediate area and leave the area, closing the door behind you.
5. Wash hands and exposed skin vigorously with soap and flowing water for at least twenty seconds. Antibacterial soaps that do not require water are not effective for removing anthrax or other threatening materials.
6. Call Public Safety at 502-272-7777 and give them your exact location.
7. Wait for Public Safety to respond. Do not leave the building unless instructed to do so by Public Safety personnel.

Identifying Suspicious Packages and Envelopes Characteristics

Some characteristics of suspicious packages and envelopes include the following:

- Inappropriate or unusual labeling
- Excessive postage
- Handwritten or poorly typed addresses
- Misspellings of common words
- Strange return address or no return address
- Incorrect titles or titles without a name
- Not addressed to a specific person
- Marked with restrictions, such as "Personal," "Confidential," or "Do not x-ray"
- Marked with any threatening language
- Postmarked from a city or state that does not match the return address.

Appearance

- Powdery substance felt through or appearing on package or envelope
- Oily stains, discolorations, or odor
- Lopsided or uneven envelope
- Excessive packaging material such as masking tape, string, etc.

Other Suspicious Signs

- Excessive Weight
- Ticking sound
- Protruding wires or aluminum foil

If a package or envelope appears suspicious, DO NOT OPEN IT.

Pranks and Hoaxes

Pranks or hoaxes involving false threats of agents of terror disrupt lives and create serious safety concerns. They create illegitimate alarm in a time of legitimate concern. The University and law enforcement authorities take all such actions very seriously. The University will aggressively investigate any such incidents. Any individual found responsible for such acts will be subject to University disciplinary action, up to and including separation from the University, and prosecution under State and Federal law.

For More Information

Contact Public Safety at 502-272-7777.

Functional Appendix F: Emergency Phones

Emergency phones have been installed in the following locations for the safety and security of the Bellarmine community. By dialing 7777 or pushing the red buttons as indicated, the caller will be connected to the Public Safety Officer on duty.

Blue Emergency Phones are Located:

- Lot 3: Alumni Way Lot outside of Frazier Hall
- The Quad outside Alumni Hall
- Outside of Flynn Building
- Lot 11: Siena Lot (at the top of the hill)
- Lot 11: Siena Lot (at the bottom of the hill)
- Lot 1: Bellarmine Lot
- Next to Anniversary Hall by softball field
- On the right side of Knights Hall facing the front of the building
- At the rear of Knights Hall
- At the rear of the SuRF Center
- Parking lot at Nolen C. Allen Hall

Functional Appendix G: Bellarmine Locations

Building (Place Name)	Building Code	Address
Allen Hall	ALLN	2120 Newburg Road
Alumni Hall	ALUM	2000 Franciscan Circle
Anniversary Hall	ANNI	2450 Ursuline Drive
Athletics Complex/Church		3408 Newburg Road
Athletic Concessions	ATCN	2100 Treece Terrace
Athletic Throws Venue	ATHL	2120 Newburg Road
Bellarmine Farm	FARM	2120 Newburg Road
Centro	CNTR	2021 Bellarmine Blvd
Centro- Treece Hall	CNTH	2021 Bellarmine Blvd
Centro- McGowan Hall	CNMG	2021 Bellarmine Blvd
Centro-Horrigan Hall	CNHH	2021 Bellarmine Blvd
Custodial Services	CUST	1700 Knights Way
Facilities Ground Shop	FGS	1601 Knights Way
Facilities Management Office	FACI	1698 Knights Way
Flynn Building	FLYN	1961 Bishop Lane
Frazier Hall	GBFH	2050 Alumni Hall Drive
George G. Brown Center	GBC	2050 Alumni Hall Drive
Joseph P. Clayton Hall	GBCH	2050 Alumni Drive
Kennedy Hall	KENN	2417 Ursuline Drive
Newman Hall	NEWM	2417 Ursuline Drive
Knights Hall	KNIG	2000 Norris Place
Miles Hall	MILE	2400 Ursuline Drive
Norris Apartments		1816 Norris Place
Norton Fine Arts Complex	ART	1710 Loftus Circle
Norton Health Science Center	NHSC	1701 Loftus Circle
Norton Music Center	MUS	1710 Loftus Circle
Our Lady of the Woods Chapel	OLWC	2550 Thomas Merton Lane
Owsley B. Frazier Stadium	OBFS	2201 Newburg Road
Pasteur	PAST	1705 Loftus Circle
Petrik Hall	PETR	2407 Ursuline Drive
Siena Primo	SP	2552 Thomas Merton Lane
Siena Quarto	SQ	2560 Thomas Merton Lane
Siena Secondo	SS	2554 Thomas Merton Lane
Siena Terzo	ST	2556 Thomas Merton Lane
St. Robert's Gate	ST.	2001 Newburg Road
Surf Center	SURF	1701 Knights Way
University Dining Hall (UDH)	GBDH	2050 Alumni Drive
W.L. Lyons Brown Library	LIBR	2002 Franciscan Circle
Watterson Medical		3430 Newburg Road
Wyatt Center for the Arts	WYAT	1700 Loftus Circle

Functional Appendix H: Bellarmine Reunification Plan

I. Reunification Plan Introduction

Bellarmine's reunification plan is a functional protocol that outlines the redirection of students to a secure site that removes them from the scene of the crisis and supports the effort to provide a safe central location for residents and commuter students to reunite with their families and other loved ones. At Universities, many students attending would be of legal age, independent from parents, and living off campus. Their accountability would not actually be to a parent or relative. However, both residents and commuters would nonetheless have family members arriving on campus during or immediately after a crisis to check on the welfare of their students and would want to know where to find them in an organized and systematic way.

In some cases, the sudden influx of significant numbers of concerned people trying to locate their students has caused critical delays in response from police, fire, and medical personnel trying to get to the scene. Additionally, in some instances including active aggressor, natural disasters, or major damage to a facility, it is safer to evacuate to a remote site, and easier to successfully reunite students with family members at another location.

II. Objective

The objective of this plan is to let the campus community and its constituents be aware that the University has a plan in place for reunification. There are several reasons why this is important:

1. It aids in the efforts of emergency responders since students and others are already aware reunification will take place off-campus.
2. It increases cooperation from all parties due to the awareness that the institution has a plan in place they intend to execute.
3. It increases motivation for students to enroll in the University's campus emergency notification system, and keep emergency contact information updated, since this will be the means of communication during a crisis event.

III. Reunification Team Leadership and Response

Once it has been determined that an incident is occurring, the incident command on site will determine what location to set up as the reunification site and how best to move those effected to the site location. Equally important at both the scene of the incident and at the reunification site, leaders need to project a calm, confident, and serious attitude to assure people of the seriousness of the situation and the wisdom of the directions being given. This leadership style will help encourage students as well as other resource people involved to respond in a similarly calm and confident manner, as well as help to mitigate the reactions of those arriving at these venues.

It is essential to trust leadership. A University staff member such as the Dean of Students, the Director of Housing & Residence Life or their appointee will serve as the onsite Reunification Manager at the reunification site, to coordinate its functions. In certain situations, it may be necessary to yield leadership to outside command structure, such as emergency officials who would assume the role of reunification manager.

IV. Reunification Site

Identifying an appropriate site is crucial, since the site must be able to accommodate a significant number of people. However, it will not be safe publicizing the location of the site beforehand, since in the instance of an active aggressor on campus, this can increase the risk that an attacker plans a secondary attack or places an explosive device at that location. A list of potential locations will be kept with the Office of Public Safety to be used when needed.
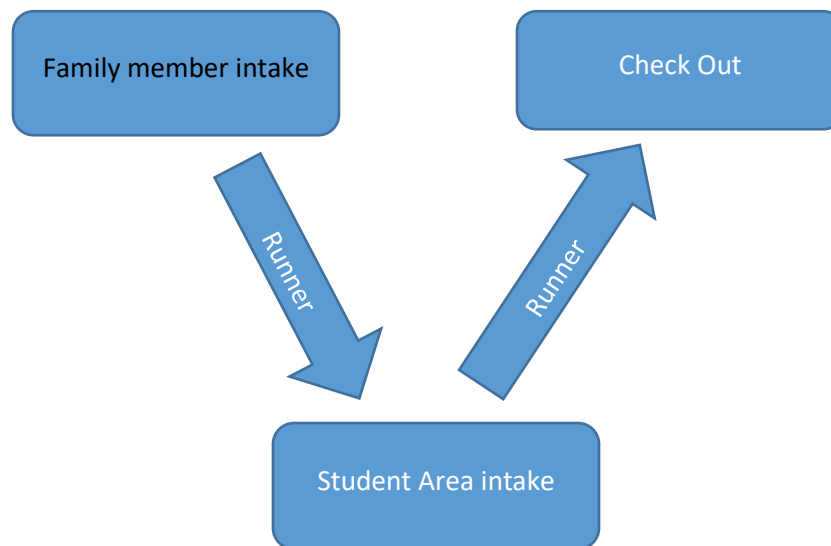
It is appropriate for the crisis management team and other staff members at the University to be aware of this information. At the time of an incident, communication through the University's website and campus notification system will provide students and families with the location of the evacuation site so everyone will know where they can meet.

V. Logistics at the Site

Once at the reunification site, divide the site into three designated and secure areas in order to maintain the necessary organization to track students:

- One for intake for arriving family members.
- One where the students will check in to confirm their safety, be comfortable, receive various services, and reunite with family or friends.
- One to provide a means of check-out as a student leaves, whether in the company of a family member or on their own, to both verify their safe departure and collect a contact number and information on their intended destination.

Logistics diagram:

```
┌─────────────────────┐              ┌─────────────────────┐
│                     │              │                     │
│ Family member intake│              │     Check Out       │
│                     │              │                     │
└─────────────────────┘              └─────────────────────┘
           ↘ Runner                   ↗ Runner
                  ┌─────────────────────┐
                  │                     │
                  │  Student Area intake│
                  │                     │
                  └─────────────────────┘
```

VI. Verifying Students' Welfare

Students are not required to go to the reunification site after a disaster if they choose instead to go to their permanent residence or another off-campus location. However, in this case, the University will employ a second check-in system for students to verify their safety and whereabouts. A designated email address and phone number will be set up for students and sent via the campus notification system and the university's website, instructing them to call or to send an email to the designated address to confirm their safety. The development of a microsite specifically for emergencies may also be in process for this purpose.

VII. Staff

University staff at the Reunification site should include the following personnel, as well as three to five other support staff to assist in the effort and meet the needs of students at the site:

- Counseling Center
- Campus Ministries
- Dean of Students, or appointee
- Housing & Residence Life, or appointee

Other suggested staff on site, based on training and background of current staff:

- Health Services
- Identity and Inclusion
- Dinning Services

All should bring cell phones, if possible, in order to stay in communication with the Main Campus or site of the incident, outside resources, and each other.

The EOC location for other key staff members such as the Incident Commander, University President, Director of Public Safety, VP of Student Affairs, AVP for Facilities Management, and Director of Housing & Residence Life will be determined based on specific needs at the incident location, on the Main Campus, and at the reunification site, as needed. The University President, VP of Marketing & Communication (serving as the spokesperson with media), and the Vice President of Student Affairs (with the primary role of messaging to the campus community) will remain at the Main Campus as much as possible to be available for decision-making and contact with the public.

VIII. Reunification Go-Kit

It may not be feasible to keep quantities of supplies and food on hand, but it is reasonable to have a go-kit specific to the needs of the Family Reunification process assembled and retained in the University's Public Safety department, for transport to the reunification site when needed. Having a MOU in place with campus food services may be a more feasible option for handling the food and water needs. The go-kit contents would include certain physical resources needed to assistance with the onsite coordination until regular supplies and assistance arrive.

Go-Kit items to include:

- Hard copy or electronic means of securing a list of currently enrolled students • Pre-printed Sign-in and Sign-Out sheets
- Additional paper and pens for notes and documentation
- Phones and phone chargers
- List of community resources that may be utilized in a crisis, with phone numbers
- MOUs with community agencies
- Limited supplies of water and snacks
- Safety Vests
- Plastic bins with lids
- 3 Vinyl Signs:
- FAMILY CHECK-IN
- STUDENT/FAMILY CHECK OUT
- STUDENT CHECK IN AREA
- 5 Laminated Signs: A-G, H-M, N-R, S-Z & No ID (legal size)
- Parent check in banner

If reunification is set up outside, you will need these additional supplies:

- Bungee Cords
- Popup Tents
- Folding tables (6ft)
- Folding Chairs
- Bullhorn and batteries
- Sunscreen lotion

IX. Other Considerations That May Emerge at the Reunification Site

- Students' cars are in crime scene or disaster area, and they do not have transportation to get off campus.
  - Student would be encouraged to contact family members or friends to assist. If this were not possible, contact their emergency contact person or utilize school's transportation resources.

- Residence Hall students who are removed or evacuated from the residence hall, and do not have a place to live.
    - Student would be encouraged to contact family members or friends to assist. If this were not possible, contact the students' emergency contact for assistance. If this is not an immediate option, University may need to utilize hotels to house students until other arrangements are available.

The Family Reunification Site would remain active until all students have left the site, either in the company of a family member or on their own. **Position checklists**

Reunification Manager position Checklist

Consider the following checklist as the minimum requirements. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident. All other positions would fall under the Incident Command System.

Check Box:	Position: Reunification Manager
	Ensure that you have communicated to the necessary parties that you are the Reunification Manager.
	Establish location and coordinate support staff.
	Establish staging areas
	Brief Staff
	Identify incident objectives and any policy directives for the management of the plan

	Pull supplies: Hard copy or electronic means of securing a list of currently enrolled students Pre-printed Sign-in and Sign-Out sheets Additional paper and pens for notes and documentation Phones and phone chargers List of community resources that may be utilized in a crisis, with phone numbers Copies of MOU's with Agencies Limited supplies of water and snacks **3** **Vinyl Signs:** FAMILY CHECK-IN STUDENT/FAMILY CHECK OUT STUDENT CHECK IN AREA 5 Laminated Signs: A-G, H-M, N-R, S-Z & No ID (legal size)
	Provide a review of current incident activities.
	Establish messaging in coordination with Public Information Officer
	Ensure staging areas are set. Establish runners.
	Assess the needs for first aids and communicate with Safety Officer.
	Brief IC and provide updates.
	Communicate with staff to see if workers need to be re-assigned to other areas as needed.
	Pull and update rosters.
	Brief Public Information Officer on any additional communication that needs to be released.

Functional Appendix I: Critical Incident Response Team

Background/Rationale

The university has developed several protocols for managing emergencies and crises. The plans primarily address natural disasters, physical threats/crimes (e.g. active shooter), and disasters (e.g. fire or major power outage).   There are other situations that do not easily fall into these categories but require a rapid response to support the university community's emotional needs. The team can also convene to proactively manage a campus emergency or crisis. Examples of this include:

- Exposure to a traumatic incident (e.g. witnessing an accident)
- Death of student or other community member
- Suicide of community member
- Local or national events which may be experienced as traumatic to the broad community or specific groups (e.g. high-profile police brutality, terrorism, racist acts).

The Critical Incident Response Team (CIRT) would be charged with quickly (typically within the first 24 hours) identifying interventions to mitigate the traumatic impact on specific individuals, groups, and the larger community.

CIRT Membership

The CIRT will be primarily comprised of members of the Care Team as available: the Dean of Students, Assistant Dean of Students, Directors of Disability Services, Housing & Residence Life, and Public Safety, as this group regularly meets to address the psychological needs of students and identifies interventions to support individual students. The Associate Vice President for Student Affairs, Director of Campus Ministry, and the Vice President for Student Affairs also serve as members of the CIRT. Auxiliary members may include: Assistant Vice President for Academic Affairs, Director of the Office of Identity and Inclusion, Director of Content Strategy and Development, representative from Human Resources, a student representative, and other areas as deemed appropriate. The CIRT team will be convened and facilitated by the Dean of Students in the absence of the Dean of Students the Director of the Counseling Center or the VPSA may facilitate the meeting. Depending on the area impacted, another CIRT team member may serve as a co-facilitator.

Convening of CIRT

The CIRT will be convened at the determination of the Dean of Students, in consultation with the Vice President for Student Affairs and/or the Director of the Counseling Center. Any member of the CIRT team or any individual who serves in an on-call capacity is empowered to call a meeting in consultation with any of the three aforementioned individuals. All team members will be notified of the meeting.

Actions of the CIRT

The CIRT may simply recommend interventions or help is facilitating interventions. As much as possible, these interventions will be discussed and identified proactively in order to quickly to respond to situations as they arise.

Possible interventions could include:

- Structured group debriefing
- Facilitated dialogues
- Recommended messaging to campus community
- Communication with families

- Education
- Drop-in counseling or Let's Talk
- Implementation of postvention guidelines
- Psychological First Aid
- Vigil
- Collective positive call to action
- Identify interventions for individuals most directly impacted, those more indirectly impacted in addition to the entire campus
- Ways to prepare faculty, paraprofessional staff, and professional staff as they support students
- Escalation to convening a campus-wide response beyond the CIRT as outlined in the University Emergency Action Plan

Functional Appendix J: Bellarmine Pandemic Influenza Preparedness Plan

Introduction

This section deals with the steps the University will implement in the event of a major communicable disease outbreak that could affect the campus. Pandemics occur when a novel pathogen emerges that infects and can be efficiently transmitted between humans.

Should a highly contagious and/or highly fatal pathogen develop, its impact upon the global community could be devastating. In our current age of regular international travel, the idea that such a pandemic could be kept from affecting the United States is untenable.

This plan is consistent with the guidelines established for colleges and universities found in the Implementation

Plan for the National Strategy for Pandemic Influenza from the Homeland Security Council (http://www.whitehouse.gov/homeland/nspi_implementation.pdf, pages 188 – 191, May 2006), and the Interim Pre-pandemic Planning Guidance: Community Strategy for Pandemic Influenza Mitigation in the United States

(Centers for Disease Control and Prevention, http://www.pandemicflu.gov/plan/community/community_mitigation.pdf, February 2007).

Additional resources for epidemic and pandemic preparedness and response can be found in the Homeland Security Resource Library .

The national plan and other health sources, such as the Centers for Disease Control (CDC) and the World Health Organization (WHO) recommend taking steps such as social distancing, minimizing public assemblies, teaching proper cough/sneeze etiquette, increased hand washing, and other actions in order to slow the spread of the virus. However, it should be understood that these measures are meant to slow, not stop, a pandemic from spreading. Bellarmine University's plan addresses action plans using a preparation stage and three subsequent response levels, dependent upon the extent and severity of the disease outbreak.

It can be anticipated that during a declared pandemic outbreak, few students and staff will feel comfortable sitting in classrooms and offices, fearful for their own health. Once a pandemic begins to affect an area, many staff or students may need to stay home to tend to sick family members, and their return to school or work may only serve to spread the disease beyond their home. In addition, the University may be directed by local, state, or federal authorities to close campus regardless of the institution's interest in doing otherwise. Such widespread closings and suspension of classes will have a profound effect upon those seeking degrees as well as the business of the University. However, the potentially fatal consequences of such an outbreak supersede these considerations in the event of a declared pandemic. An outbreak could conceivably interrupt campus life for weeks to months, depending upon the duration of the pandemic in our area.

At all times, the health and safety of the campus community will be of primary importance.

Pandemic Preparedness Team

Incident Commander & Logistics Officer	VP Student Affairs, Dr. Helen Grace Ryan
Public Safety	Director of Public Safety, Debbie Fox
Media Information Officer	Assistant VP for Strategic and Integrated Communication, Jason Cissell
IT Information Officer	Director of Information Technology, Eric Satterly
Finance Officer	VP for Finance & Administration, Daniel Frockt
Operations Officer	AVP for Facilities Management, Jeff Dean
Health Officer	Director of Health Services, Dr. Alice Kimble
Planning Officer	Chair of Medical Laboratory Science, Dr. Karen Golemboski

Planning Considerations

Once classes are suspended, most campus academic, administrative, and support operations will also be closed. Most research activities will need to be suspended as well. However, plans should be established to maintain critical services. Minimal utilities will be supplied to all buildings, and all routine daily maintenance and custodial operations will cease until such time as the campus is officially re-opened. All buildings will be secured in such a way as to prevent re-entry by all but approved staff, and these staff will be required to wear proper protective gear.

Public Safety, as well as other Facilities Management staff, will be used to maintain a safe, secure and hazard-free environment on campus. However, this staff will conduct themselves in a manner to minimize exposure to others who may be carrying the virus by wearing protective gear, such as N95-rated masks (which should be purchased in advance, as these items will quickly disappear from stocks as the emergency progresses). Some essential administrative personnel may need to maintain services either from a remote location or an isolated campus location. Administrative departments should identify those services and the ability to support them during a sustained crisis. It should be remembered that there will be some level of staff loss due to illness or the need to remain at home in order to care for ill family members, so backup personnel should be identified whenever possible. Some staff may also be requested to work different or multiple shifts. Some may remain on campus throughout the crisis period—these staff will need to be temporarily housed and fed on campus. Cross-training of personnel should be strongly considered to increase versatility levels during a crisis. Who and how an individual may be affected by such a crisis are impossible to determine.

Preparation

A campus awareness program will be put into effect immediately, and distribution of an informative email will be distributed and made available campus-wide. Information to students should be disseminated via email, campus-wide postings, and designated website. Information to parents should be emailed. The University will need to have a central point of contact to refer all inquiries from students and parents.

Prior to the onset of the pandemic, the Incident Commander will monitor the information available via the internet and other sources. Bellarmine University's response to such an outbreak will be managed by the Incident Command Emergency Ops Group, reporting directly to the President, who will keep the Board of Trustees informed. The Emergency Ops Group will make decisions concerning communicating recommendations from the local health department, CDC, etc., campus activity cancellations, social distancing measures, residence hall evacuations, suspension of staff duties and operations,

communicating with interested parties such as parents, media, etc. The primary methods for communication shall be: the web, social media, e-mail, telephone, media. Each department should develop and maintain a continuity of operations plan to cover their area in the event of a mandated campus closure and/or quarantine.

The continuity of the academic programs will be coordinated by the Office of the Vice-President for Academic Affairs & Provost (VPAA). Consideration will be given to the timing and duration of any campus closure. Alternative procedures to ensure continuity of instruction may be implemented. The goal would be to maintain or recuperate the academic semester if possible. Each department should develop and maintain a continuity of operations plan to cover their area in the event of a mandated campus closure and/or quarantine.

Student housing will be maintained as long as classes are in session. **Once a decision has been made to cancel classes, steps will be taken to close all student residence halls and send students home within a specific time frame set forward by the situation requirements.** Housing and Residence Life will work with other local universities (University of Louisville, Spalding University and Sullivan University) to identify housing for students who have difficulty leaving campus, such as international students from countries severely impacted by the pandemic. **This option will not be available to any of the general student population who have family in the surrounding area, as spaces at other institutions for Bellarmine students are limited.** The cost to Bellarmine University for other institutions providing these services will be determined after the crisis has passed. The VP for Administration and Finance shall ensure proper payment to other institutions. As long as residence halls are open, food services will be provided for students.

In the unlikely event that a Bellarmine student is one of the first persons in our region to acquire the virus, the Health Department will determine the course of action for the Bellarmine University student population, and we will follow their recommendations.

If an outbreak abroad endangers any Bellarmine University faculty, staff, or students who are studying abroad, the Logistics Officer working with the International Program staff will assist in responding to the situation, and help facilitate the evacuation of said persons, should it become necessary. Again, the Health Department recommendations will be followed in this case for dealing with a potentially exposed person returning to our area.

The continuity of administrative operations will be handled by the Vice-President for Administration and Finance. Administrative services, such as emergency policies and procedures regarding staff absences, sick pay, etc. will be handled by the Department of Human Resources and the Business Office. Liberal policies for sick leave will be established during such a crisis in order to minimize the stress and anxiety of such an event.

The Business Office will continue to operate. The processing of checks to vendors, payroll, and other financial matters will continue, even if these functions need to be handled at a site remote from campus.

During a period of campus closure, the Public Safety Department will maintain the security of the facilities, allowing only approved staff or government vehicles on campus. Campus Safety & Security will cooperate fully with all local, state and federal officials throughout the crisis.

Assisting the Community

In the event of a severe pandemic, medical facilities will quickly become taxed beyond the ability to handle the patient flow. Alternate facilities will be needed. Bellarmine University is in a position to step forward and lend a hand with the space shortages that are bound to occur. Use of large open areas, such as Knights Hall, Frazier Hall, and the McGrath Art Gallery, as well as classrooms, could be volunteered for use as staging areas and emergency infirmaries for the Highlands area, if needed. Labs in NHSC and Pasteur Hall could possibly provide some support service as well. Bellarmine University's central location and close proximity to local area hospitals make it an excellent choice for such use.

Recovery Phase

Once it has been determined that the pandemic threat has passed, the campus will be reopened for business and students will be allowed to return to the residence halls and to classes, after appropriate cleaning and disinfecting measures have been taken. Any cleaning and disinfecting will be performed according to the latest criteria established by the local Health Department.

At all times, the health and safety of the campus community will be of primary importance, and the university will follow the guidance of public health authorities and CDC.

Action Implementation Table

Officer and Responsibility	Preparation	Alert Notify critical services/personnel	Standby Initiate decision-making processes, mobilize personnel and resources	Activate
Incident Commander and **Logistics Officer**	Monitor national situation Communicate with entire team to determine compliance with the draft plan and readiness. Meet with housing staff and ascertain their readiness in the event of a University closure. Prepare for correspondence with students and parents. Prepare list of international students who will need shelter in the event of University closure.	Update plan as appropriate. Coordinate Team Members. Communicate with campus faculty, staff, students and parents. Follow US Gov guidelines on foreign travel Monitor faculty/staff traveling in affected region. Report suspicious illnesses to the Health Officer	Ensure Implementation of Pandemic Preparedness Plan.	Ensure Implementation of Pandemic Preparedness Plan. Coordinate Team Members and determine mechanism to decide upon when to reopen University. Arrange cancellation of all public functions and athletic events. Arrange for transfer of international students to University of Louisville's shelter system and U of L housing office.
Public Safety Officer	Prepare staff to implement draft plan. Train security officers on Pandemic Preparedness Plan Determine who will be allowed on site if closure is implemented.	Check training of security officers on Pandemic Preparedness Plan Notify Building Emergency Action Coordinators to prepare for the event of school closure.		Notify Building Emergency Action Coordinators to implement school closure plans. Restrict access to campus. Work with city officials if University is chosen as a staging ground for local operations by health department.

Inform city official of the
University's status

Officer and Responsibility	Preparation	Alert Notify critical services/personnel	Standby Initiate decision-making processes, mobilize personnel and resources	Activate
Media Information Officer	Secure contact with Louisville Health Department Public Health Planner, and establish position as Bellarmine University Contact Person. Develop plans and distribute in accordance with the directions of the operations group. Educate Students/Staff/Faculty on the specifics of the Pandemic Preparedness Plan & their respective responsibilities.	Monitor situation and prepare University Media Response Initiate email campaign for self-protection. Continue communication with campus community	Update University Web Page as instructed.	Notify media outlets of University closure. Implement Media Response Communications and Public Relations Update University Web Page to reflect school closure. Maintain website for communication.
IT Information Officer	Identify essential staff that can maintain the University communications systems. Update the University's web page as appropriate by networking with Incident Commander.	Arrange for an emergency telephone line for pandemic issues.	Arrange for additional informational telephone lines if needed.	
Finance Officer	Prepare mechanism to ensure payment to employees in the event of University closure, and continuation of other University financial responsibilities.	Should it be used, arrange to reimburse the University of Louisville for sheltering Bellarmine International Students.		Discharge University financial responsibilities and prepare for reopening of University.

Officer and Responsibility	Preparation	Alert Notify critical services/personnel	Standby Initiate decision-making processes, mobilize personnel and resources	Activate
Operations Officer	Prepare staff to implement draft plan. Identify essential staff that can maintain the University's facilities and operations.	Increase the distribution of hand sanitizers by custodial staff.	Make sure essential staff is in place to monitor University buildings in the event of closure.	Monitor/maintain University buildings during closure. Work with city officials if University is chosen as a staging ground for local operations by health department and prepare for reopening of University.
Health Officer	Prepare Student Health Office to implement the draft plan. Develop and implement hand washing campaign.	Provide information stating that people who have flu like symptoms and have been out of the country should notify student health office immediately.	Notify people who have flu like symptoms and have been out of the country should notify student health office immediately.	
Planning Officer	Meet and coordinate with Louisville Metro Public Health Officials. Brief emergency operations group on regular basis. Inform the plan for the University's Response.	Update plan as appropriate.	Be available to Incident Commander	

* WHO Phases are based on estimation of the global risk of a pandemic. CDC's Pandemic Severity Index assigns a category, based on the case-fatality ratio. The U.S. Government's stages of response are based on the specific threat of a pandemic virus to the U.S. population. (Interim Pre-pandemic Planning Guidance: Community Strategy for Pandemic Influenza Mitigation in the United States. Department of Health and Human Services and Centers for Disease Control and Prevention, 2007. P. 21)

Hazard Specific Appendices

Hazard Specific Appendix A: Emergency Closing/Inclement Weather

It is the policy of the University to remain open to ensure continuity of service to students, faculty, and staff members. However, during inclement weather or other emergencies (e.g. natural disasters, major utility failure, or other reasons), the safety of the Bellarmine community will be the highest priority.

Closing Options

The University has defined several closing options to facilitate decision-making, information sharing, and to minimize disruption. These options include:

- **CLOSED**: No classes and activities, including evening classes, take place and most university services are suspended. See exceptions at http://www.bellarmine.edu/news/weather/.
- **DELAYED OPENING**: Campus will open at a designated time, and you should arrive at that designated time and do whatever you would normally be doing at that time.
- **EARLY DISMISSAL**: The weather is deteriorating, and we are closing early. A specific time for closure will be communicated, after which no classes and activities, including evening classes, take place, and most university services are suspended.

These options are offered as a guide only; situations or conditions may dictate a different response to ensure the safety of students, faculty, staff members, and visitors.

Bellarmine's Inclement Weather Policy

In the event of severely inclement weather which makes driving hazardous and/or parking difficult, a decision will be made to close or delay the opening of campus. This decision will be made as quickly and as far in advance as possible. In most cases announcements will be made before 6 a.m. day-of (early closings are announced immediately when a decision is made during the day). However, forecasts are often uncertain and change unexpectedly, which could cause announcements to be made later or earlier than expected. Regardless of time of day, please monitor all communication channels listed below when inclement weather is in the forecast.

Communication Channels:

- NOAA Weather Radio
- Louisville Metro 800HZ Radio
- Law Enforcement Information Network in Kentucky (LINK)
- National Crime Information Center (NCIC)

Severe Thunderstorm and Tornado Information

Severe Thunderstorm Watch

A Severe Thunderstorm Watch is issued when severe thunderstorms are possible in and near the watch area. It does not mean that they will occur. It only means they are possible. Severe thunderstorms are defined as follows:

1) Winds 58 MPH or higher

   AND/OR

2) Hail 1 inch in diameter or larger

Severe Thunderstorm Warning

A Severe Thunderstorm Warning is issued when severe thunderstorms are occurring or imminent in the warning area. Severe thunderstorms are defined as follows:

1) Winds 58 MPH or higher

   AND/OR

2) Hail 1 inch in diameter or larger

Winter Weather Information

Winter storms can range from light to moderate snow over a few hours to blizzard conditions with blinding, wind-driven snow or freezing rain that lasts several days. When listening to Winter Weather Reports, it is important to be familiar with the terms used by the broadcasters. The following is a list of terms used by the National Weather Service:

Winter Storm Watch

This means there may hazardous winter weather due to various elements such as heavy snow, sleet, or ice accumulation from freezing rain. A "WATCH" is a long-range prediction. They are issued at least 12 hours before the hazardous winter weather is expected to begin. When the storm becomes imminent, or has a high probability of occurring, the watch will be upgraded to a "WARNING."

Winter Storm Warning

This is issued when a dangerous combination of heavy snow, with sleet and/or freezing rain, will occur or has a high probability of occurring within the next 12 hours.

Wind Chill Warning

This is issued for cold temperatures and winds, with wind chill temperatures computed to be -25 degrees or less for at least 3 hours. Exposure to this combination of strong winds and low temperatures without protective clothing can lead to frostbite and/or hypothermia, prolonged exposure may be fatal.

Winter Weather Advisory

This is issued for a combination of snow, sleet, and/or freezing rain. Advisories, in general, are issued for weather conditions that are expected to cause significant inconveniences and may be hazardous; these situations are normally not life threatening if caution is exercised.

Winter Weather Safety Tips

Students, faculty and staff members should take precaution in using all facilities during periods of snow and ice in the event that removal staff has not yet attended to a specific area. All members of the Bellarmine community are encouraged to:

- Wear appropriate footwear for the weather
- Exercise caution when walking, be on the lookout for slippery areas and "black ice"
- Plan to allow extra time to reach your destination safely
- Use Bellarmine's shuttle service to avoid walking on potential slippery or ice-covered surfaces
- Please repot any unsafe conditions regarding snow and ice to Facilities Management at ext. 8117

Bellarmine's Snow Removal Response

Facilities employees will begin snow removal and spreading de-icing agents on sidewalks, steps, doorways, landings, handicap ramps, curb cuts, and all parking lots. They will also clear snow and spread salt/sand at major street intersections within campus and parking areas. These areas and parking lots will be addressed even if the University is closed. The custodial staff will assess hazards and or needs within buildings that may have been created by snow and ice. These issues may include wet lobbies, hallways, bathrooms, stairwells, etc.

Signage will be posted to designate wet floors and other hazards within residence halls. Please remember to use caution when traveling throughout campus.

Hazard Specific Appendix B: Tornadoes

Tornado Response Plan

Tornadoes are one of nature's most violent storms. Spawned from powerful thunderstorms, tornadoes can cause fatalities and devastate a neighborhood in seconds. A tornado appears as a rotating, funnel shaped cloud that extends from a thunderstorm to the ground with whirling winds that can reach 3000 miles per hour. Damage paths can be in excess of one mile wide and 50 miles long. Every state is at some risk from this hazard.

Tornado Alerts

The National Weather Service issues two types of tornado alerts, they are:

- **Tornado Watch**- is issued when severe thunderstorms and tornadoes are possible in and near the watch area. It does not mean that they will occur. It only means they are possible.
- **Tornado Warning**- is issued when a tornado is imminent. When a tornado warning is issued, seek safe shelter immediately.

Should a Tornado Warning be issued for any area including a Bellarmine campus, the University will issue emergency text messages and emails alerting the University community to the conditions and providing additional information. However, because there is typically little time between the issuance of a Tornado Warning and the threat itself, all members of the Bellarmine community are urged to continue to monitor all emergency alert channels at their disposal and to familiarize themselves with the safety precautions to take in the event of a Tornado Warning:

- Remain inside and head to an interior room in the basement or lowest available level of the building.
- Act as though a tornado warning has been issued for the immediate area or a tornado has been sighted nearby.
- Do not open windows.
- Ensure others are aware of the designated shelters and move there as quickly as you can.
- Once you reach your pre-designated safe area, crouch as low as possible to the floor, facing down; cover your head with your hands.
- If on campus, await further instructions.

If You are Outside

- Immediately try to get into a vehicle, buckle your seat belt, and drive to the closest sturdy shelter.
- If your vehicle is hit by debris while you are driving, pull over and park.
- Stay in your vehicle with your seat belt on. Put your head below the windows and cover your head with your hands as well as a blanket or coat if available.

- If you can safely get noticeably lower than the level of the roadway, leave your car and lie in that area, covering your head with your hands
- Do not get under an overpass or bridge. You are safer in a low, flat location.
- Never try to outrun a tornado in urban or congested areas in a car or truck. Instead, leave the vehicle immediately for safe shelter.
- Watch out for flying debris. Flying debris from tornadoes causes most fatalities and injuries.

Hazard Specific Appendix C: Floods

Floods are among the most common and widespread of all-natural disasters. Most communities can experience some degree of flooding after spring rains, heavy thunderstorms, or winter snow thaws. Most floods develop slowly over a period of days. Flash floods, however, are like walls of water that develop in a matter of minutes.

The National Weather Service issues flood alerts, they are:

- **Flash Flood Warning**: A Flash Flood Warning is issued when a flash flood is imminent or occurring. If you are in a flood prone area move immediately to high ground. A flash flood is a sudden violent flood that can take from minutes to hours to develop. It is even possible to experience a flash flood in areas not immediately receiving rain.
- **Flood Warning**: A Flood Warning is issued when the hazardous weather event is imminent or already happening. A Flood Warning is issued when flooding is imminent or occurring.
- **Flood Watch**: A Flood Watch is issued when conditions are favorable for a specific hazardous weather event to occur. A Flood Watch is issued when conditions are favorable for flooding. It does not mean flooding will occur, but it is possible.
- **Flood Advisory**: A Flood Advisory is issued when a specific weather event that is forecast to occur may become a nuisance. A Flood Advisory is issued when flooding is not expected to be bad enough to issue a warning. However, it may cause significant inconvenience, and if caution is not exercised, it could lead to situations that may threaten life and/or property.

Flash floods can be caused by intense storms or dam failure. Although the University sits on high ground, we will:

- Review the Bellarmine University CEOP.
- Establish warning and evacuation procedures for the facility. Make plans for assisting employees who may need transportation.
- Inspect areas that may be subject to flooding during heavy or prolonged rains. Identify any equipment that can be moved to a higher location.
- Have on hand a NOAA Weather Radio with a warning alarm tone and battery backup. Listen for flood watches and warnings.

Hazard Specific Appendix D: Earthquake

An earthquake is the result of a sudden release of energy in the Earth's crust that creates vibrations or seismic waves that radiate up to the surface, causing the ground to shake. Earthquakes may last only a few seconds or may continue for up to several minutes. They can occur at any time of the day or night and at any time of the year.

Important Definitions

Aftershock: An earthquake of similar or lesser intensity that follows the main earthquake.

Earthquake: A sudden slipping or movement of a portion of the earth's crust, accompanied and followed by a series of vibrations.

Epicenter: The place on the earth's surface directly above the point on the fault where the earthquake ruptures began. Once fault slippage begins, it expands along the fault during the earthquake and can extend hundreds of miles before stopping.

Fault: The fracture across which displacement has occurred during an earthquake. The slippage may range from less than an inch to more than 10 yards in a severe earthquake.

Magnitude: The amount of energy released during an earthquake, which is computed from the amplitude of the seismic waves. A magnitude of 7.0 on the Richter Scale indicates an extremely strong earthquake. Each whole number on the scale represents an increase of about 30 times more energy released than the previous whole number represents. Therefore, an earthquake measuring 6.0 is about 30 times more powerful than one measuring 5.0.

Seismic Waves: Vibrations that travel outward from the earthquake fault at speeds of several miles per second. Although fault slippage directly under a structure can cause considerable damage, the vibrations of seismic waves cause most of the destruction during earthquakes.

During an Earthquake

As earthquakes are highly unusual for our region, many members of our University community may not be familiar with the most appropriate steps to take during and immediately following an earthquake. FEMA recommends the following in the midst of an earthquake:

Minimize your movements to a few steps to a nearby safe place and if you are indoors, stay there until the shaking has stopped and you are sure exiting is safe.

If you are indoors

- DROP to the ground; take COVER by getting under a sturdy table or other piece of furniture; and HOLD ON until the shaking stops. If there isn't a table or desk near you, cover you face and head with your arms and crouch in an inside corner of the building
- Stay away from glass, windows, outside doors and walls, and anything that could fall, such as lighting fixtures or furniture.
- Use a doorway for shelter only if it is in close proximity to you and if you know it is a strongly supported, load-bearing doorway.
- Stay in bed if you are there when the earthquake strikes. Hold on and protect your head with a pillow, unless you are under a heavy light fixture that could fall. In that case, move to the nearest safe place.
- If a system is available, sound the fire alarm to alert those who may be sleeping.
- Stay inside until the shaking stops and it is safe to go outside.
- Be aware that the electricity may go out or the sprinkler systems or fire alarms may turn on.
- DO NOT use the elevators.

If you are outdoors

- Stay there.
- Move away from buildings, streetlights, and utility wires.
- Once in the open, stay there until the shaking stops. The greatest danger exists directly outside buildings, at exits, and alongside exterior walls.
- Do not return inside until an "all-clear" has been given.

If you are in a moving vehicle

- Stop as quickly as safety permits and stay in the vehicle. Avoid stopping near or under buildings, trees, overpasses, and utility wires.
- Proceed cautiously once the earthquake has stopped. Avoid roads, bridges, or ramps that might have been damaged by the earthquake.
- Please direct any questions or concerns about this information or any emergency to the Office of Public Safety at ext. 7777.

After the quake

- Expect aftershocks. These secondary shockwaves are usually less violent than the main quake but can be strong enough to do additional damage to weakened structures and can occur in the first hours, days, weeks, or even months after the quake.
- Check for injuries. Do not move seriously injured individuals unless they are in immediate danger. Help people who are trapped by furniture or other items that do not require heavy tools to move. Rescue and emergency medical crews may not be readily available. Contact Public Safety 502-272-7777.
- Do not use the telephone immediately unless there is a serious injury, fire or gas leak.
- Do not touch downed power lines or damaged building equipment.

- Do not use your vehicle unless there is an emergency. Keep the streets clear for emergency vehicles.
- Open cabinets cautiously. Beware of objects that can fall off shelves.
- Turn on a battery powered radio for damage reports and information. Check your email and text messages for campus information.
- Never use candles or lighters if the lights go out. There is the possibility for a gas leak.

Hazard Specific Appendix E: Fire/Smoke

Safety

Although the potential for fire always exists, training and awareness are effective elements in reducing the risk of injury, loss of life, and damage to property. When a fire alarm sounds, please follow the instructions detailed below. Remember to always treat every fire alarm as if it is a real fire. General

Evacuation Procedures

When the fire alarm sounds leave the building by the nearest stairwell or exit, DO NOT use elevators. Move to the rally point for your building and stay in office or classroom groups. Follow instructions from Public Safety. Do not re-enter the building until told to do so.

If you see fire or smoke, remember RACE:

Rescue: Rescue those in immediate danger.

Alarm: Activate the fire pull station, then call 502-272-7777 and give the exact location of the fire (room number and building), your name and type of fire. LET THE OPERATOR HANG UP FIRST.

Contain: Contain the fire by closing all doors and windows.

Evacuate: Evacuate the building.

Fire Safety Tips To survive a building fire

Crawl if there is smoke

If you get caught in smoke, get down and crawl, taking short breaths through your nose. Cleaner cooler air will be near the floor. Remember, "GET LOW AND GO!"

Feel the doors before opening

Before opening any doors, feel the doorknob or handle. If it's hot, don't open the door. If it's cool, open slightly, if heat or heavy smoke is present, close the door and stay in the room. Make contact with Public Safety and advise them of your location.

Go to the nearest exit or stairwell

If the nearest exit is blocked by fire, heat, or smoke, go to another exit. Always use an exit stairwell to evacuate from upper floors, never an elevator. Elevator shafts can fill with smoke, or the power could fail causing you to become trapped. Stairwell doors are designed to keep the fire and smoke out if they are closed and will protect you until you can get outside.

If you become trapped

Keep the doors closed

Seal cracks and vents if smoke comes in. If you're in a room and there's no smoke outside, open the windows slightly at the top and bottom if possible. This will allow heat and smoke to vent out at the top, while letting in fresh air in from the bottom.

Signal for help

Hang an object out the window (a bed sheet, jacket, or shirt) to attract the attention of the fire department. If there is a phone available dial 502-272-7777 report to Public Safety that you are trapped. Give the room number and your exact location so that it can be passed on to the fire department.

Sometimes it's safer to stay in place

If all exits from a floor are blocked, go back to your room, close the door and seal the cracks, open the windows if it's safe, and signal the fire department or call for help. Try to remain calm until the fire department rescues you. If you are on fire

Stop, Drop, and roll

Rolling smothers, the fire. If your clothes catch on fire; stop, drop and roll, wherever you are. Cover your face with your hands to protect yourself from additional burns.

Cool burns

Run cool (not cold) water over burns, immediately, for 5-10 minutes. Don't use ointments. Notify medical personnel immediately.

Prevention/protect yourself

Participate in fire drills

Fire drills are conducted once per semester in residence halls and are done to familiarize you with the sound of your buildings fire alarm system, the emergency exits which you may not normally use, and the location of the rally point for the building. It is important, before the emergency occurs; to know where additional exits are in case your primary exit is blocked. Everyone should know two (2) ways out.

Fire Extinguishers

If the fire is small enough to be extinguished and you have had extinguisher training, you may decide to use a portable fire extinguisher to put out the fire. Remember the "PASS" method when using a fire extinguisher. Always be certain of your exit, and do not try to fight a fire that is larger than a small trash can.

① HOLD UPRIGHT. PULL RING PIN.

② START BACK 10 FEET. AIM AT BASE OF FIRE.

③ SQUEEZE LEVER. SWEEP SIDE TO SIDE.

1. **Pull the pin**
2. **Aim the nozzle**
3. **Squeeze the handle**
4. **Sweep the nozzle at the base of the fire**

If you have any questions, please contact Public Safety at 502-272-7777. We will be happy to assist you.

Hazard Specific Appendix F: Loss of Building Utilities

In case of utility failure immediately call Facilities at 502-272-8117. If after hours, call Public Safety at 502-272-7777. Be prepared to give:

- Building name
- Room number or Floor
- Nature of problem
- Contact information

In Case of a Major, Campus-Wide Outage

- Remain calm.
- Follow directions from Facilities or Public Safety for immediate action.
- If evacuation of a building is required, seek out persons with special needs and provide assistance.
- Laboratory personnel should secure all experiments, unplug electrical equipment (including computers) and shut off research gases prior to evacuating. All chemicals should be stored in their original locations. Fully CLOSE fume hoods. If this is not possible or natural ventilation is inadequate, evacuate the laboratory until the power is restored.
- Do not use candles, lighters, or other types of open flames for illumination purposes.
- Unplug all electrical equipment (including computers) and turn off the light switches
- DO NOT UNPLUG YOUR TELEPHONE!
- Check equipment after power is restored.
- Keep a flashlight and batteries in key locations throughout your work or living areas.

If People are trapped in an Elevator

- Tell passengers to stay calm and that you are getting help.
- Call Public Safety at 502-272-7777 and provide information.
- Stay near the passengers until police or other assistance arrives provided it is safe to stay in the building.
- Do not try to pry open the elevator or extract people from a trapped elevator car.

Plumbing Water Leak

If you discover leaking water or know the source of a water leak, contact Facilities Operations at 502272-8117, after hours contact Public Safety at 502-272-7777. Do not walk-through standing water due to the potential for electrocution hazards.

Natural Gas Leak

If you smell the odor of gas, or if you discover a gas leak, leave the area immediately and contact Public Safety at 7777 from campus phones, or 502-272-7777 from off- campus phones.

Hazard Specific Appendix G: Active Aggressor

Active Aggressor

An Active Aggressor is an individual actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, Active Aggressors use firearms and there is no pattern or method to their selection of victims.

These situations are unpredictable and evolve quickly, requiring an immediate police response to stop the shooting and mitigate harm to victims. Police departments across the nation have been refining procedures and training for a response to an "Active Aggressor" scenario. What has significantly changed is the intent of the perpetrator. Recent events indicate the intent is to kill or injure as many community members as they can and then take their own lives.

Active Aggressor events typically last between 3 and 7 minutes. Law enforcement response can take between 3 to 5 minutes. You need to survive until law enforcement arrives and ends the event.

Your safety starts with personal planning and diligence. It is unwise to think, "It can't happen here."

Be aware of your surroundings and learn what to do in an emergency. We must prepare ourselves in the event we have an Active Aggressor or other significant threat to life on our campus. If we should have an Active Aggressor on our campus, your chances of survival increase dramatically if you know what to do.

If you find yourself in an Active Aggressor scenario, try to remain calm and use these guidelines to plan a strategy for survival. You can **run**, you can **hide** or if your life is immediate danger, you can **fight**. Listed below are some guidelines to consider regarding these options.

Run

Your #1 option is to run. If it is safe to get out of the building, do so. You need to react quickly when hearing gunshots by looking, listening, and planning.

- Look for a clear path to the exit.
- Look for the Active Aggressor. If you can see the Active Aggressor, get out of sight, and hide or barricade yourself in a room, closet, office. Something that can be locked or secured.
- Look to see if people are running and which direction are they running from. Move in that direction.
- Listen for gunshots and move away from those sounds.
- Listen for shouts or screams and move away from those sounds.
- Listen for instructions from any responding first responder and follow their instructions.

- Plan your escape route and what secondary exit to use if the first exit you have in mind is blocked.
- Plan where you will hide if you cannot vacate the building.
- Remember if it is safe to exit the building, evacuate.
- When vacating a building try not to run in large groups representing a large target but exit by single file, which represents smaller targets.
- Before running into a hallway, you need to make sure it is safe to exit the room. When peering out of a classroom or office, get down on your hands and knees and peer out from a low position. Peering out from a kneeling position exposes less of your body and is below where the aggressor would expect you to be looking.
- If you decide to vacate, leave whether others follow or not.
- Leave your stuff behind.
- Warn others on your way out.
- If you encounter law enforcement, remember they are not there to assist you at that time. They need to get to the aggressor and end the event.
- Always show your hands when encountering any law enforcement. Follow all instructions.
- When vacating a building you need to consider cover and concealment. Cover has ballistic stopping power (building, engine block, cement walls, etc.) Concealment will simply hide you from sight. Both are good but cover is best.
- Bullets fired from a gun will travel in a straight line, so try to run zigzag or on angles especially when running in open spaces.
- Remain cautious until you are sure you are safe.
- Once you are sure it is safe then call 911 then call Public Safety 502-272-7777.
- Running or putting distance between you and the active shooter is your best option.

Hide

If you cannot safety evacuate the building, you must hide and barricade yourself in a classroom, office, closet, or uncommon area. Remember, you have a tactical advantage because of your familiarity with the building.

- If you must hide, get out of sight fast.
- Allow others to hide with you if needed.
- Once inside an office or other hiding place, secure and barricade the room.
- Use the room's locks, door wedges on the inside, bookcases, tables, desk, filing cabinets or anything to crest a barricade. Turn out the lights and silence electronics.
- Remember a barricade will create time. You need time to allow for a law enforcement response.
- Once you have created a barricade, hide behind something with ballistic stopping power in case a stray bullet comes through a window or drywall.
- Remember, if you encounter law enforcement, they are not there to help you but rather to try to neutralize the situation.

- Law enforcement does not know who the aggressor is at this point, and they will treat everyone as a suspect.
- Expect to be treated like a suspect. You may have weapons pointed at you, yelled at, patted down, handcuffed and questioned.
- Law enforcement will not attempt to break down barricades and they can be identified by uniforms and by shouting commands.

Fight

You should only consider fighting only if your life is in imminent danger and you have no other options. Only as a last resort, and if you are in immediate danger, should you consider strategies to fight or disarm a shooter.

- If you cannot hide and secure where you are hiding, then hiding under a desk is not an option. Hiding in this scenario only creates a stationary target.
- In this instance, you need to begin planning a defense of the room you are hiding.
- If you are with others, you will need to plan and work together as a team to disarm the aggressor.
- You will need to act aggressively to distract the aggressor and to allow your counterattack to begin.
- A counterattack should take place at the room's doorway for 2 reasons. Remember the doorway is the aggressor's one blind spot as they enter the room. In addition, the door's frame will hinder the aggressor's range of motion.
- Use improvised weapons during the counterattack such as books, water bottles, full backpacks to distract the aggressor in order to disarm them.
- If you have something that could hinder the aggressor's vision, utilize it. A jacket thrown over the aggressor's head to impede vision.
- Other considerations to distract the aggressor's attention include trip hazards and darkness.
- Recommended counterattack methods to disarm the aggressor include a two-person team hidden at the entrance door. The first counter attacker should grab the aggressor's gun while the second counter attacker takes out the aggressor's legs by pushing behind the knee.
- One, two or more people can attempt counterattacks.
- After you have disarmed the aggressor, remember to control their hands in case they have secondary weapons.
- A well-planned counterattack coupled by darkness, trip hazards and flying distractions at the room's doorway is a high percentage strategy to disarm an armed aggressor.

Remember. You can never give up if your life is in imminent danger.

What to expect from responding police officers?

Police officers responding to an Active Aggressor are trained in" rapid deployment" procedures and proceed immediately to the area in which shots were last heard; their purpose is to stop the shooting as quickly as possible.

- Officers usually respond in teams of four (4)
- Officers may be armed with rifles, shotguns, and handguns
- Officers may aim their weapons at you
- Officers may use pepper spray or tear gas to control the situation
- Officers may be wearing regular uniforms, external bulletproof vests and other tactical equipment
- Officers may shout commands and push individuals to the ground for safety
- Remain calm and follow officers' instructions
- Put down any items in your hands (i.e., bags, jackets, backpacks, cell phones, etc.)
- Always keep your hands visible and spread your fingers
- Avoid making quick movements towards officers or grabbing ahold of them
- Avoid pointing, screaming and/or yelling at officers
- Do not stop to ask officers questions when evacuating, proceed in the direction from which officers are entering premises
- Information you may need to provide responding officers:
  - Location of the Active Aggressor
  - Number of aggressors, if more than one aggressor is involved o Physical description of aggressor (s) o Number of potential victims at the location
- First arriving officers will not stop to help injured persons. Expect rescue teams to follow
- You may be asked (if able-bodied) to assist evacuate wounded
- Once you reach a safe location or staging area, you will likely be held at that area until law enforcement has the situation under control and all witnesses have been interviewed regarding what you may have witnessed
- Do not leave until instructed to do so

Hazard Specific Appendix H: Bomb Threat or Explosive Device

The presence of an explosive device and/or the notification of a bomb threat are situations that the University must be prepared to confront in a calm and professional manner. Although many bomb threats turn out to be pranks, they must be taken seriously to ensure the safety of the students, faculty, staff members and visitors.

A bomb threat could be written, e-mailed, communicated verbally, or received by phone or social media sites. Most bomb threats are delivered by telephone. Generally, a bomb threat call is made for one of two reasons:

- The caller has definite knowledge about the explosive device and wants to minimize personal injury.
- The caller wants to disrupt normal activities by creating anxiety and panic.

In the event of a bomb or bomb threat

- D**O NOT USE PORTABLE RADIOS, CELLULAR PHONES, DIGITAL PHONES, OR ANY OTHER ELECTRONIC DEVICES. THESE DEVICES HAVE THE CAPACITY TO DETONATE AN EXPLOSIVE DEVICE.**
- **DO NOT TURN THE LIGHTS ON OR OFF, HAVE THEM REMAIN IN THEIR CURRENT POSITION.**

Procedures

Person receiving the bomb threat telephone call

1. While the subject is speaking to you on the phone, attempt to complete the "Bomb Threat Call Checklist" if available.
2. Make every attempt to:
   a. Stay calm and indicate your desire to cooperate with the Subject. DO NOT antagonize or challenge the subject.
   b. Obtain as much information as possible. Prolong the conversation as long as possible. Ask permission to repeat any instructions to make sure they were understood
   c. Attempt to determine the caller's knowledge of the facility.
   d. Identify background noises.
3. DO NOT HANG UP THE PHONE! Signal to someone nearby to call for assistance, if this is not possible, use another phone to call for assistance.
4. Immediately call Public Safety at 502-272-7777. Inform them of the situation with as much information as available; specifically, the location and time the bomb is supposed to explode. Inform your immediate supervisor after informing Public Safety.

Telephone Bomb Threat Checklist

Instructions: Remain calm and be courteous with the caller. Do not interrupt the caller. Pretend you can't hear the caller and try to keep the caller talking. Fill out the form below with as much information as possible.

1. Where is the bomb going to explode?	5. What will cause the bomb to explode?
2. When is the bomb going to explode?	6. Did you place the bomb? If so, why?
3. What does the bomb look like?	7. What is your address?
4. What kind of bomb is it?	8. What is your name?

Exact wording of the threat:
_____
_____
_____
_____
_____

Time of Call:	Date:	Phone Number Call Received From:

Accent:		Manner:		Background:	
☐ Local	☐ Slavic	☐ Calm	☐ Angry	☐ Machines	☐ Trains
☐ Middle East	☐ Southern	☐ Rational	☐ Irrational	☐ Music	☐ Animals
☐ Hispanic	☐ Northern	☐ Coherent	☐ Incoherent	☐ Office	☐ Voices
☐ African	☐ Midwestern	☐ Deliberate	☐ Emotional	☐ None	☐ Airplanes
	☐ Other: _____	☐ Righteous	☐ Laughing	☐ Traffic	☐ Other: _____
			☐ Other:		

Voice:		Speech:		Language:	
☐ Loud	☐ Soft	☐ Fast	☐ Slow	☐ Fair	☐ Excellent
☐ High Pitch	☐ Deep	☐ Distinct	☐ Stutter	☐ Poor	☐ Good
☐ Raspy	☐ Pleasant	☐ Distorted	☐ Nasal	☐ Foul	☐ Other: _____
☐ Intoxicated	☐ Other: _____	☐ Slurred	☐ Other: _____	☐ Other: _____	

Gender: ☐ Male ☐ Female	☐ Adult ☐ Juvenile Age: ( )	Call Origin: ☐ Local ☐ Non-Local
Your Name:		Your Phone Number:
Your Position:		Date of Report:

Hazard Specific Appendix I: Demonstrations/Civil Disturbances

Campus demonstrations such as marches, meetings, tabling, picketing and rallies will normally be peaceful and non-obstructive. A student demonstration will not be disrupted unless one or more of the following conditions exists because of the demonstration:

1. INTERFERENCE with the normal operations of the University.
2. PREVENTION of access to offices, buildings, or other University facilities.
3. THREAT of physical or emotional harm to persons or damage to University facilities.

* Thomas Merton taught that prayer and contemplation would create a special relationship with God and inevitably send us toward action for the good of the world, especially for those on the margins whose voices are often unheard. Inspired by this concept of faith moving communities toward action for the common good, the University is an ideal gathering place for peaceful demonstrations, which call attention to injustice. Such assembly calls us to question, to study, and to learn so that we might participate in changing the world for good. In this spirit, protests and demonstrations must be in the line with the mission of the University.

Students who are interested in hosting a demonstration or protest should refer to the student handbook for policies and procedures.

If a disturbance occurs and seems to threaten the safety of the University Community, report it immediately to Public Safety at 502-272-7777 and take the following actions:

1. Alert all persons in the area of the situation
2. Lock all doors and windows
3. Close blinds to prevent flying glass
4. If evacuation is necessary, follow the "Building Evacuation Plan" or the "University Evacuation" Plan.

If you are near the civil unrest, leave the area immediately. Do not stand around to observe. You could be injured.

Hazard Specific Appendix J: Behavioral Emergencies

Psychological Crisis

A psychological crisis can be defined as: "when an individual lacks the ability to effectively cope with an event/situation, leading to overwhelming emotions and impaired functioning." Common events triggering psychological crises include death of a loved one; break up of a relationship, or traumatic experiences (e.g. car accident, sexual assault, violence). An individual experiencing a personal crisis is likely to have trouble in functioning in one or more areas of their life (sleep, appetite, concentration) and may experience more extreme symptoms such as:

1. Self-injury (cutting or burning self)
2. Thoughts of harming self, particularly suicide
3. Thoughts of harming others
4. Reckless or aggressive behavior that poses a threat to self, others, or property
5. Substance abuse and subsequent impairment

If a psychological crisis occurs:

- STAY CALM
- Listen to the individual's concerns.
- Connect them to campus resources (Counseling Center*, Care Team, Health Services), consult with these offices as needed
- Do not confront or detain the individual, especially if they are violent or combative.
- If the individual becomes violent, combative, or exhibits any of the five symptoms listed above, immediately notify Public Safety of the situation – **dial 502-272-7777**. Clearly state that you need immediate assistance, give your name, location, and the nature of the emergency.
- The Counseling Center Staff or other professionals may be called to assess the situation to determine appropriate assistance required.

*The Counseling Center is located in Allen Hall, Suite 403 at extension 8480. Counselors assist with various types of issues such as stress, anxiety, depression, substance abuse, grief, relationship problems, and trauma. All personal counseling services are free and confidential. Please visit the Counseling Center's website for more information.

Hazard Specific Appendix K: Communicable Diseases

Bellarmine University Health Services, monitors communicable disease cases that may affect the wellbeing of the campus community. In the event of a communicable disease outbreak, Health Services consults with and receives guidance from the Louisville Metro Department of Health and Wellness, and the Centers for Disease Control.

MRSA (Methicillin Resistant Staphylococcus Aureus)

Staphylococcus aureus, commonly called "staph," is a type of bacteria found on the skin or in the nose. About 30% of people have staph bacteria, but do not have any symptoms of an infection. MRSA

(Methicillin-Resistant Staphylococcus aureus) is a staph that is resistant to commonly used antibiotics. Skin infections with MRSA often begin with an injury allowing the bacteria to enter the skin and develop into an infection.

MRSA is most commonly found in health care facilities but is a rapidly emerging public health problem in the larger community, often among athletes of close-contact sports such as basketball, soccer and lacrosse. Community-associated MRSA has become the most frequent cause of skin and soft tissue infections presenting to emergency departments in the US.

In the community, most MRSA infections are skin infections that may appear as red, swollen, painful pustules or boils, and which may have pus or other drainage. These infections commonly occur at sites of visible skin trauma, such as cuts and abrasions, and in areas of the body covered by hair (back of neck, groin, buttocks, armpits, beard area).

Staph infections, including MRSA, generally start as small red bumps that resemble pimples, boils or spider bites. These can quickly turn into deep, painful abscesses that require surgical draining. Sometimes the bacteria remain confined to the skin. However, they can also burrow into the body, causing potentially life-threatening infections in bones, joints, surgical wounds, the bloodstream, heart valves and lungs.

MRSA is transmitted through direct skin-to-skin contact with an infected person or through contact with items or surfaces that have come into contact with someone else's infection (e.g., towels, sheets, sports equipment, bandages, and razors). Breaks in the skin such as cuts or abrasions can allow MRSA to enter the body and cause infection. Unsanitary living conditions or participation in contact sports can increase the risk of MRSA transmission.

MRSA may be treated with antibiotics, particularly vancomycin, that has proved effective against particular strains. To help reduce the threat that MRSA will become resistant to these antibiotics, doctors may drain an abscess caused by MRSA rather than treating the infection with drugs.

MRSA might spread more easily among athletes because they may:

- Tend to have repeated skin-to-skin contact.
- Share items and surfaces that come into direct skin contact.
- Have difficulty staying clean during training or games.
- Gets cuts abrasions in the skin that, if left uncovered, allows staph and MRSA to enter and cause.

These common-sense precautions can help you reduce your risk and help prevent the spread of MRSA:

- Wash your hands. Careful hand washing is your best defense against germs. Scrub hands briskly for at least 15 seconds, then dry them with a disposable towel and use another towel to turn off the faucet. Carry a small bottle of hand sanitizer.
- Avoid sharing personal items such as towels, sheets, razors, clothing and athletic equipment. MRSA can be spread through contaminated objects as well as through direct contact.
- Wash towels and sheets frequently in hot water. Do not overload washing machine.
- Keep wounds covered. Cuts and abrasions should be kept clean and covered with sterile, dry bandages until they heal. The pus from infected sores may contain MRSA, and keeping wounds covered will help keep the bacteria from spreading.
- Shower immediately after athletic games or practices. Use soap and water. Do not share towels.
- Ask your coach or athletic trainer whether you should sit out games or practices if you have a wound hat is draining or appears infected (red, swollen, warm to the touch or tender).
- If you have a cut or sore, wash towels and bed linens in a washing machine set to the "hot" water setting (with added bleach if possible) and dry them in a hot dryer. Wash gym and athletic clothes after each wearing.
- If you have a skin infection that requires medical treatment, ask if you should be tested for MRSA. Testing for MRSA may get you the specific antibiotic you need to effectively treat your infection.
- Always use antibiotics appropriately. When you are prescribed an antibiotic, take all of your doses, even if the infection is getting better. Do not share antibiotics with others or save unfinished antibiotics for another time. Inappropriate use of antibiotics, including not taking all of your prescription and overuse, contributes to resistance. If your infection is not improving after a few days of taking an antibiotic, contact your medical provider.
- Keep an eye on minor skin problems—pimples, insect bites, cuts and scrapes. If you are a Bellarmine University student and think, you have an infection; contact Health Services at 502272-8313 for an appointment as soon as possible. Early treatment can help prevent the infection from becoming more serious.

Mumps

Mumps is a contagious disease that causes painful swelling of the parotid glands, the largest of the three major pairs of salivary glands, located in the cheeks. It is caused by a virus and usually strikes children and teens. It usually goes away completely after running its course and complications are rare. However, some complications can be serious.

Before a mumps vaccine was introduced in 1967, it was a very common childhood illness. Now that most children are vaccinated, it is relatively rare for people to get mumps. However, there have been a few outbreaks in recent years at Universities across the country.

The following signs and symptoms often accompany mumps:

- Swelling of the salivary glands in the face and jaw line
- Fever, chills, headache, loss of appetite, and a general feeling of discomfort
- Pain when chewing or swallowing
- Inflammation if the testicles, which happens in up to 25% of men who get the disease after they reach puberty
- Symptoms usually start 14 - 24 days after infection with the virus.
- Mumps is caused by a virus and spread through infected saliva. You can get mumps from breathing in droplets of the virus when an infected person has coughed or sneezed, or by sharing utensils.
- People who have not been vaccinated, particularly children and teens, are at risk for developing mumps. Mumps occur most often in children between the ages of 5 - 9. If you have symptoms of mumps, you should contact Health Services at 502.272.8313. They will check for swelling in your face, especially below the ear and above the jaw. They may also do a blood test or a viral culture to see if the mumps virus is present.

Prevention

Vaccination is the key to preventing mumps. The live mumps virus is about 95% effective in preventing the disease. The vaccine is available by itself or in the combination vaccine of measles-mumps-rubella (MMR). Protection usually lasts at least 20 years with very few side effects. It is generally given at 15 months of age, but teens and adults can get it as well.

Pregnant women should not be vaccinated, and people with fever or allergies to eggs should first talk with their health care provider.

- If you have mumps, you should stay out of school or work for 7 - 10 days after symptoms start. That's when you are most contagious. You should eat soft foods, avoid acidic foods and beverages, such as citrus or tomato products, and take pain relievers as needed.

- For more information or questions about Mumps, please contact Health Services at 502.272.8313.

Meningitis

Meningitis is an infection that can lead to a dangerous swelling of the fluid surrounding the brain and spinal cord. The disease can be caused by either a virus or bacteria. Viral meningitis is generally less severe and resolves without specific treatment, while bacterial meningitis can be quite severe and may result in brain damage, hearing loss, learning disability, or death. About 2600 people get bacterial meningitis each year in the U.S. 10 to 15% of these cases are fatal, in spite of treatment with antibiotics. The disease can also cause permanent disabilities such as hearing loss, brain damage, seizures or amputation.

College students have a greater risk of bacterial meningitis infection than the general population because of activities that are often part of college life, such as living in residence halls, eating in dining halls and attending classes.

Bacterial meningitis is transmitted through air droplets and direct contact with anyone already infected with the disease. The infection is spread through close contact with oral secretions, such as shared drinks, utensils and cigarettes, through coughing, or through intimate contact such as kissing.

Early symptoms of meningitis may include:

- High fever
- Rash
- Vomiting
- Severe headache
- Neck stiffness
- Lethargy
- Nausea
- Sensitivity to light

Because the infection progresses rapidly, you should seek immediate medical care if 2 or more of these symptoms occur at the same time. If you are a Bellarmine student and have 2 or more of these symptoms at the same time, contact Health Services at 502.272.8313 without delay.

Bacterial meningitis can be treated with a number of effective antibiotics. It is important, however, that treatment be started early in the course of the disease. Appropriate antibiotic

treatment should reduce the risk of fatal meningitis to below 15%, although the risk is higher among the elderly.

Prevention

You can minimize your risk of bacterial meningitis by receiving a vaccine. The meningitis vaccine is generally safe and effective and is used for immunization against bacteria strains A, C, Y, and W-135, which account for about 70% of bacterial meningitis cases. It is recommended to have a second dose after the age of 16. As with any vaccine, not all individuals will be protected 100% after receiving the immunization.

The bacterial meningitis vaccine is generally well tolerated with a low incidence of side effects. Some people may experience a local reaction (warmth, redness, swelling, or soreness) at the injection site for 1 to 2 days. However, as with any drug or vaccine, there is a possibility that allergic or other more serious reactions may occur.

You should NOT get the meningitis vaccine if you have:

- A serious, active infection
- Hypersensitivity or allergy to thimerosal (a preservative used in eye drops and vaccines)
- If you are or planning to become pregnant

For more information about meningitis and the vaccine, please contact Health Services at 502.272.8313.

Influenza

Influenza is a viral infection of the lungs and airways that is also known as "the flu". Anyone can get influenza. Influenza is spread from person to person through the air by coughing and sneezing. It is also spread by direct contact with infected people or contaminated objects like door handles or computer keyboards. Influenza can be a serious disease that causes severe complications such as pneumonia.

Symptoms of influenza might be confused with the common cold. Influenza and the "common cold" both have symptoms that affect the throat and nose, but influenza symptoms are usually more severe than cold symptoms. These symptoms could include a high fever (over 100.4°F), body aches, chills, headache, stuffy or runny nose, sore throat, cough, nausea, vomiting and diarrhea. Symptoms of influenza usually start suddenly 1 to 3 days after being exposed to the influenza virus. Most people feel better after several days but cough and tiredness may last two weeks or more.

Emergency Warning Signs

These signs require urgent medical attention:

- High or prolonged fever, 101.0F ≥ 5 days

Glossary of Terms

Emergency Operations Center (EOC): The central management center for the Incident Management Team – Operations Group.

Incident Management Team (IMT): Is responsible for ensuring that the University is properly prepared to respond to an emergency.

Policy Group:

- Defines Crisis Policy
- Declares Campus State of Emergency
- Approves overall priorities & strategies
- Communicates with local and state legislators, as needed
- Liaises with government and external organizations
- Issues public information reports & instructions
- Determines program closures and resumptions
- Plans and prioritizes long term recovery

Operations Group:

- Determines the scope and impact of the incident
- Prioritizes emergency actions
- Deploys and coordinates resources and equipment
- Communicates critical information and instructions
- Monitors and reevaluates conditions
- Coordinates with government agencies (e.g., Louisville Metro)
- Implements and monitors recovery operations

Emergency Support Functions (ESF): Provide the structure for coordinating Federal interagency support for a Federal response to an incident. They are mechanisms for grouping functions most frequently used to provide Federal support to States and Federal-to-Federal support, both for declared disasters and emergencies under the Stafford Act and for non-Stafford Act incidents.

Incident Command Systems (ICS): ICS is a standardized, on scene, all-hazards incident management approach that:

- Allows for the integration of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.
- Enables a coordinated response among various jurisdictions and functional agencies, both public and private.
- Establishes common processes for planning and managing resources.

Joint Information Center (JIC): A central emergency media location for involved agencies to coordinate public information activities and a forum for news media representatives to receive information updates.

National Incident Management System (NIMS): Provides a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment.

Stafford Act: A United States federal law designed to bring an orderly and systemic means of federal natural disaster assistance for state and local governments in carrying out their responsibilities to aid citizens.